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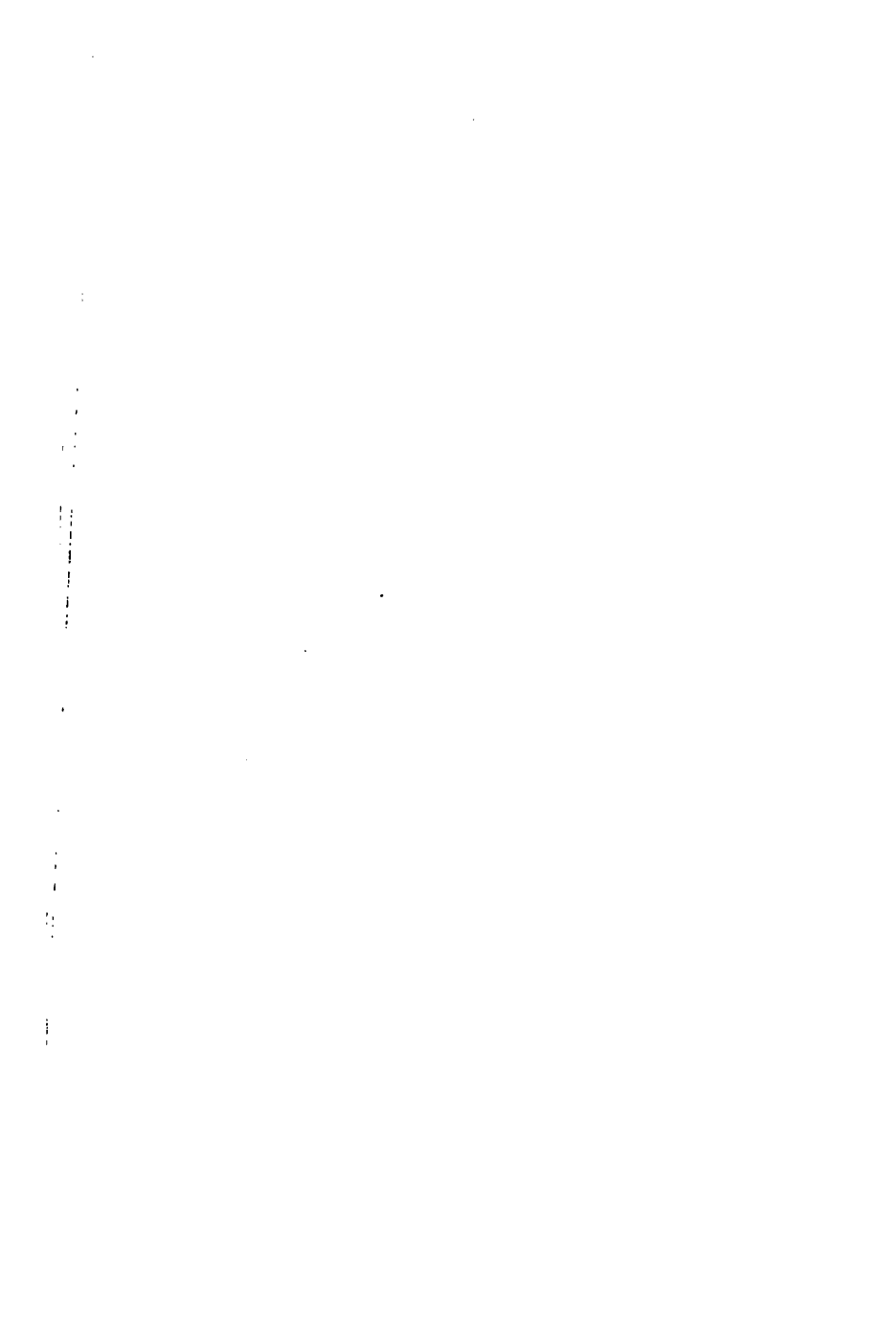
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FROM

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Conference  
on  
Welfare Work

Walden 21, New York City

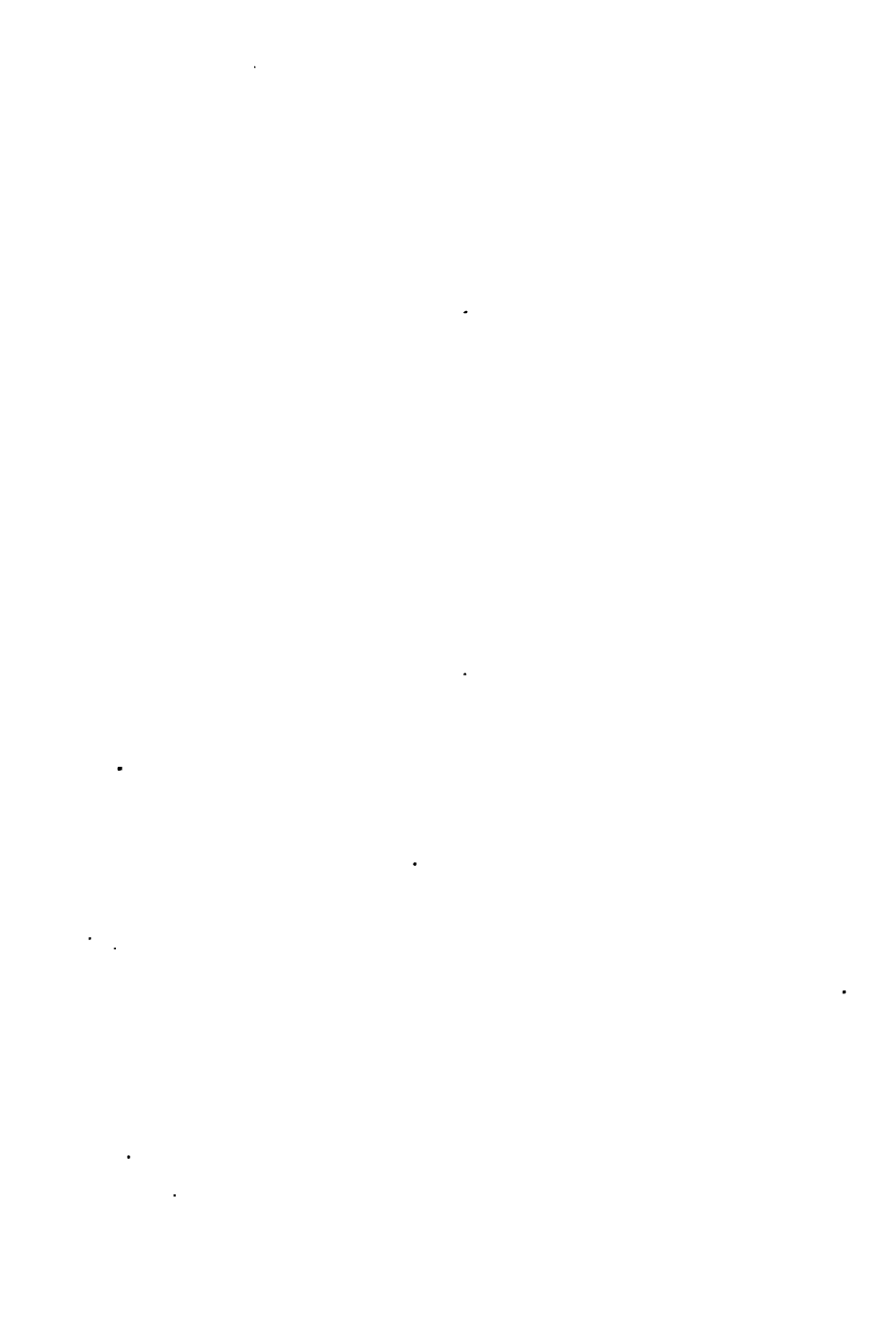
March 10, 1934

Dear Mr. [Name]

Enclosed are the [Number] [Name] [Address] [City] [State] [Zip]

Very truly,  
[Signature]





*No.*

*Description.*

56—System of piping to throw fresh air in the faces of men working over molten metal. Previous to its installation the men would frequently “keel over.” It has greatly increased the comfort of the men and its cost has been met many times by the steady output insured.

57—System for exhausting the dust from emery wheels.







©

# Conference on Welfare Work

Held at the  
Waldorf-Astoria, New York City

March 16, 1904

Under the Auspices of  
The Welfare Department of the National  
Civic Federation

New York  
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GERTRUDE BEEKS

## PREFACE

**T**HE report of the proceedings of the first conference held under the auspices of the Welfare Department of the National Civic Federation forms the subject matter of this volume. The discussion at the conference illustrated the purpose and scope of welfare work and the methods of its practical application in several totally different industries. Those who took part in this discussion were employers and representatives of employers who had been placed in personal direction of welfare work. These addresses include descriptions of efforts to better the conditions under which employees work or live; their value may be increased by a general view of the subject embraced in the term welfare work, and a presentation of deductions drawn from the conference.

### WELFARE WORK DEFINED.

Welfare work involves especial consideration for physical comfort wherever labor is performed; opportunities for recreation; educational advantages; and the providing of suitable sanitary homes: its application to be measured by the exigencies of the case.

### FIRST ESSENTIALS STEADY WORK, FAIR WAGES, AND REASONABLE HOURS.

The first essentials to the welfare of the employee are steady work, an equitable wage, and reasonable hours of labor. It is an economic truth that employment without

interruption is of the first importance to the prosperity of the wage earner. The employer, however exacting, whose foresight and good management make steady work possible is a greater benefactor than can be the employer, however benevolent, whose business is of spasmodic activity. Hunger is only a fortnight behind the average worker thrown into idleness.

The payment of the market wage creates in the mind of the worker confidence in the justice and fair dealing of the employer. This confidence is absolutely essential to the prosecution of welfare work, which must fail whenever the workers are led to suspect that its cost is taken from their wages. It is difficult to explain to employees that the total cost of welfare work in any establishment, if distributed among them, would be individually an infinitesimal amount.

The relation of the hours of labor to welfare work lies in their effect upon the physical health of employees and in the opportunity they leave, especially where there is much "overtime," for recreation and education after the close of the day's work. It is recognized that, where competition is keen, a reduction in hours can only be brought about by agreement involving practically all the competitors in a given industry.

#### EACH INDUSTRIAL ESTABLISHMENT A SEPARATE PROBLEM.

It is shown that, in the application of welfare work, every industrial establishment presents in itself a separate problem, requiring special study. Every beginning is an experiment. Every general rule has its exceptions. Nevertheless, while the welfare work in any single es-

tablishment can not as a whole be applied to another, it is demonstrated that various features can be adapted to the special conditions peculiar to a particular concern. It is shown also that welfare work is of value in small as well as in large establishments.

#### SPECIAL SUPERVISION OF WELFARE WORK NECESSARY.

A general rule for all welfare work in large concerns is that its successful conduct requires the employment of a welfare manager. This manager should not only possess tact, executive ability, common sense, acquaintance with local jealousies and sometimes with racial prejudices, but a knowledge of industrial subjects. He must recognize and in no way interfere with the authority of the superintendents, who are responsible for the successful operation of their departments, the administration of labor, and the maintaining of discipline. He must gain in advance their full approval of each effort, and use every proper method to enlist their full cooperation. He must have the patience to endure the slow realization of his plans. In time it will become evident that they are for the benefit of all, of the employer and of the executive chiefs as well as for the mass of employees.

Many employers would introduce welfare work into their establishments were it not for the time and trouble needed for its organization. The employment of a welfare manager removes this obstacle. Successful prosecution of welfare work requires concentration of responsibility. All of its branches must be under the supervision of one person, or efforts in different directions may conflict, or special and, perhaps, pressing needs may

escape attention. Pressure of daily business routine usually relegates welfare work to the last consideration. This is another reason why in large establishments it should receive the entire time and attention of one person. Welfare work has sometimes been started enthusiastically, but has afterward failed because there was no one person to keep its operation active and apace with daily needs.

#### THE WELFARE MANAGER.

Scientific welfare workers at this conference objected to the use of the term "Social Secretary" as descriptive of their duties. The term was regarded as misleading and too narrow to include the scope and responsibilities of the position. It was determined to substitute "Welfare Manager." This seemed consistent with the use of the term "Welfare Work" as embracing the efforts in different establishments. It further accords with the designation "Welfare Department" adopted by the National Civic Federation.

#### ACTIVE PARTICIPATION OF THE EMPLOYER REQUISITE.

The part of the employer in welfare work invites special comment. His active participation and that of the executive heads of the business in the work is a prime requisite to its success. The employer should not expect demonstrations of appreciation or expressions of gratitude for his fulfilment of a moral obligation. Nor should he expect welfare work to avert a strike against unjust conditions. The question is often asked whether the employer should take the initiative in welfare work or await suggestions from employees. In practice, it is



found that whenever an initial step is taken by the employer to meet an urgent need, abundant suggestions for his consideration of further betterments will follow from employees. It is essential in taking this initial step, however, that confidence in the employer's motive should be unquestioned by the employees.

#### CONFIDENCE IN THE EMPLOYER'S MOTIVE.

The employer must show that his interest in the welfare of the employees is genuine. In securing confidence of employees at the outset of welfare work, it is necessary in unionized establishments to explain its purposes to the union officers; and in non-union establishments it is important to obtain the cooperation of selected committees of the employees. This may sometimes be promoted by the printing of placards in different languages.

#### SHOULD NOT BE USED FOR ADVERTISEMENT.

- The employer, it has been shown, should not pervert welfare work into an advertisement for his business. This impugns his motive and discredits the plan. When publicity is inevitable, there should be care that the subject is treated in a dignified manner.

#### PATERNALISM AND THE DEMOCRATIC PLAN.

The spirit of welfare work must not be that of condescension, nor have the appearance of thrusting benefits upon subordinates, nor rob the worker of self-respect. But any effort at welfare work may be regarded as more or less paternalistic. A resort to direct paternalism,

however, is necessary or desirable only for recent immigrants who in their native lands have been accustomed to the guardianship of superior authority. Going to the other extreme, in the so-called democratic idea, is also to be avoided. When their confidence has been gained, employees will generally prefer to entrust the direction of welfare work to the employer. The need of relaxation and the natural impulse homeward should not be denied or checked during intermissions or at the close of the working day by too much committee work. It must be borne in mind that the chief purpose of committees of employees is advisory and to enlist their interest, rather than to initiate or execute welfare plans. Committee work is also valuable in developing among the employees a spirit of helping one another.

#### SOME CAUSES OF FAILURE.

Especial inquiry has been made into cases of failure in welfare work, in order to ascertain its causes. One cause of failure has been found in its too rapid introduction. As a general rule improvements should be adopted gradually, so that the workers may become accustomed to them. For example, if an employer were suddenly to erect a fine club house at an impressive expense, the workers might conjecture that its cost was in some way to be taken out of their own pockets. If a library is not patronized by employees, its failure may be caused by the absence of interesting catalogues for leisurely inspection in the homes, or by lack of special effort to overcome diffidence in frequenting the library building. Prices charged for luncheons may be too high

for wages in a given industry. A lunch room may not be patronized because it is untidy, or unattractive, or too small, or because there is no place for men to smoke. Elaborate toilet facilities with cold water only and no soap may be scorned for the drilling compound, which removes oil from the hands. In brief, failures are usually traceable to insufficient preliminary study of the particular need to be met. This study may often be forwarded by enlisting the cooperation of committees of the employees. There have been some failures of welfare work not justly chargeable to its conduct. These have been brought about by a change of management in the establishments concerned, the new management showing opposition to what had been done before.

#### PHYSICAL WELFARE OF PRIMARY IMPORTANCE.

The beginning of all welfare work must be directed toward meeting the pressing necessities for the physical well being of the employees in their place of work. These most pressing needs are provisions for cleanliness, pure drinking water, adequate toilet rooms, ventilation, light, separate lockers for outdoor clothing and dressing rooms. In some industries, provisions for cleanliness should include especial attention to the relief of men whose toil induces profuse perspiration. There should be free laundries for washing their working clothing. Baths will be of benefit and will be much used. Ventilation in factories should include devices for removing dust. Much suffering in such superheated places of labor as rolling mills, foundries, and forge shops can be relieved at comparatively small expense, while more attention should be

paid to damp substructures and unnecessarily cold and drafty places. Abundant light is important to cheerfulness as well as to health.

All of the details that have been specified are primary. They are literally the first letters of the alphabet of welfare work. Yet these very things, simple as they seem, are of the utmost practical value to the employer. The one provision for cleanliness alone, for example, improves the spirit of every worker as well as the health, and raises the entire moral tone of the force, even improving discipline. Taken together, all the separate provisions that have been noted have the effect of attracting to any establishment a higher and more constant class of labor. Workers everywhere enjoy and will seek improvements in the surroundings in their hours of toil.

A further step toward physical welfare of employees is the establishment of lunch rooms. The importance of the midday meal to health and vigor is obvious. Any establishment should at least provide a place to keep from spoiling or drying the prepared food brought from home. A still further step will be care for the sick and injured. It is but humane to furnish a couch on which a prostrated woman may be restored, instead of permitting her to lie on the floor or on two chairs. Wherever serious accidents in a factory are likely to occur, a doctor should be continually present. Under this head also would fall the guarding of machinery.

#### PROTECTION FOR WOMEN WORKERS.

In applying these primary beginnings of any system of welfare work, several moral questions are encountered.

In factories where both men and women are employed, it is desirable, though unfortunately not always possible, to separate by a period of three or five minutes their times for beginning and quitting work. This simple precaution for the protection of the feminine element among the employees of any large establishment has the effect of preserving respect for womanhood. Experience shows that, where this system prevails, the establishments soon acquire a higher tone. An additional protection is the employment of a matron, who will also be a confidential adviser and render temporary relief in cases of illness. When the general morale of a factory is not in good repute, it is difficult for the employer to induce desirable working-women to accept employment.

#### RECREATION.

After providing for immediate physical needs, the recreation of employees is the next step in welfare work. Here again the peculiarities of individual establishments must be considered. A gymnasium, for example, would be desirable only in establishments where the work is more or less sedentary, so that the employees are in need of exercise, or for the young men and women employed in factories. A gymnasium would be superfluous in a place where the work itself involved severe bodily exertion. Athletics, both indoor and outdoor, are highly desirable. They may involve organizations. In large establishments, the plan of recreation may include a club house, with rooms for dancing, entertaining, and for games. The entertainments may include music and, per-

haps, lectures, which approach a further development of welfare work—that looking to the education of employees.

#### EDUCATIONAL EFFORTS.

The possibility of extending welfare work to the education of employees is contingent upon the hours of labor. A scheme of education may begin with technical classes for the younger men, and may include instruction designed to replace the loss of earlier schooling. Women employees may be taught to help themselves in such ways as in millinery, dressmaking, cooking, and all household affairs; and in some pursuits they may also profitably receive technical instruction. In a large settlement a kindergarten may be provided. The instruction of children becomes a direct contribution to better citizenship when the parents employed are largely immigrants. A company may publish with advantage a periodical in the several tongues used by the workers. Sometimes an establishment may be so large that its plan of education may come into cooperation with the municipality, or may even assume all the functions ordinarily performed through municipal agencies. This has been the case in towns which have been created for the industry, where the company has been obliged to provide public schools as well as churches and social halls.

#### HOMES OF EMPLOYEES.

Welfare work concerns itself also with the housing of employees. The two purposes to be kept in mind in this branch of the work are the health and the self-respect

of the employee. The reflex social and moral influence upon the people of a community in encouraging attractive home-making is of far-reaching consequence. A system must command admiration and approval that began the creation of an industrial center with a drainage system, a supply of pure water, paving and curbing, and other public works, not a lot being sold or a house built until after these safeguards of health had been provided. The same plan included a system for saving and lending money that enabled a majority of the employees to own attractive homes.

#### PLANS FOR SAVING AND LENDING MONEY.

Mutual plans for saving and lending money have proved highly beneficial to employees, through protecting them in times of stress against the extortions of the "money-shark."

#### INSURANCE AND PENSIONS.

Beneficial societies are quite commonly included in welfare work. Both compulsory and voluntary organizations of this character, as well as several pension plans, are discussed.

#### ILLUSTRATIONS.

The photographic views in this volume are intended to illustrate not alone the topics discussed in the conference, but also other efforts to better the conditions of employees. They are but a limited selection from a large collection. The photographs contributed by any one of several large establishments would have sufficed to illustrate the most important features of welfare work.

GERTRUDE BEEKS, *Secretary.*



*No.*

*Description.*

60—Men's Club House in a mining district.

61—Sitting-room in men's club house, showing the bar.

In this mining district an experiment is being made to combat evil outside influences. Club houses with bars have been provided in three camps. In one soft drinks only are sold. In another, the privileges of the bar are leased to the man in charge, with the understanding that he may be dismissed for breach of contract. In the third, liquors of all kinds are sold, the highest prices being charged for the strong drinks and cheap rates for those containing less alcohol. No treating is permitted at this place.





4

8

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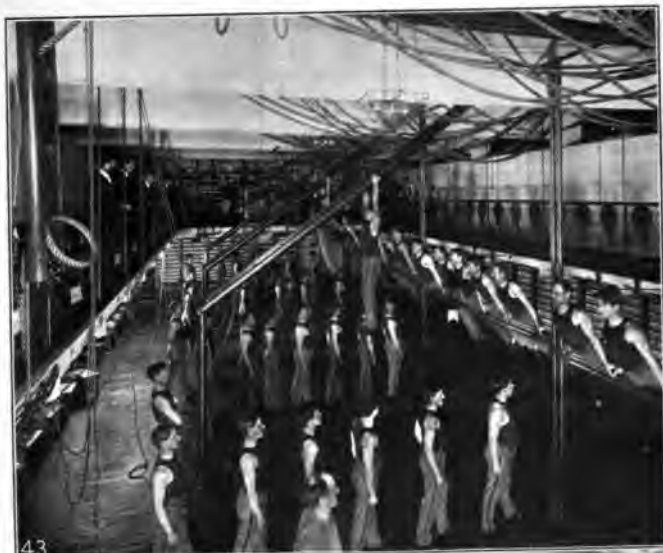
*No.*

*Description.*

43—Gymnasium in a factory used alternately by men and women in classes of sixty each.

44—Sixty shower baths connected with factory gymnasium, one hundred twenty dressing-rooms being adjacent.







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MARCH 16, 1904, AT THE WALDORF-ASTORIA, NEW YORK CITY

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# Conference on Welfare Work

March 16, 1904

## MORNING SESSION.

MR. H. H. VREELAND, Chairman of the Welfare Department of the National Civic Federation, in opening the meeting, said :

Believing that its efforts to better the relations between employers and employees would be materially aided by the promotion of what is called "Welfare Work," the National Civic Federation recently authorized the organization of a department for that purpose.

The first meeting of the committee appointed to organize the Welfare Department was held in January, and largely attended by the representative employers from various sections of the country who compose the committee. It developed that it was the first time that employers who were giving especial consideration to the welfare of their employees had been brought together, and that each one had an idea that this welfare work was an individual effort on his part in his particular locality, and that he was rather like the mole groping in a dark passage, and when he came to the light he found that he was not "it," but that there was a great deal of this work being done throughout the United States, both by corporations and individuals. An entire day was given to an exchange of experiences and the discussion of methods for installing welfare work, and such great interest was taken in the discussion that no effort was made to organize that day, an adjournment being taken for one month.

## SCOPE AND PURPOSE.

THE PURPOSE OF THE WELFARE DEPARTMENT SHALL BE :

(1) To educate the public as to the real meaning and value of welfare work, which is understood to be any effort on the part of the employer, working with the employees, to better the conditions of the latter.

(2) To interest employers not engaged in welfare work, by emphasizing their moral obligation to give consideration to the general welfare of their employees.

(3) To maintain a central bureau, for the exchange of experiences by employers actually engaged in welfare work, a special feature being the report of failures and their causes; and for the collection of data, reading matter, and illustrations for the benefit of all inquiring employers.

## PLAN OF WORK.

### I. CONFERENCES.

#### PROMOTE :

I. Conferences of employers for the discussion of the following and kindred subjects :

General policy to be pursued in installing and maintaining welfare work.

Sanitary Work Rooms.

Wash Rooms and Baths.

Hospital Service.

The Luncheon Room.

At the second meeting there was even a larger attendance, and the different portions of the country were more widely represented. The interest and enthusiasm of the first meeting were duplicated at this time, and, as these discussions developed invaluable information, it was decided to incorporate in the plan of work the idea of holding different kinds of conferences for the discussion of this subject. The idea of holding such a conference as this was to get the experience of those directly engaged in the practical working out of these questions throughout the United States, so that we could get a concrete foundation for our work. Employers were, therefore, invited to send their representatives (who have, in a few instances, been called "Social Secretaries") engaged in any effort to better the conditions of their employees; and it is that, as well as the fact that employers, who have direct supervision of their welfare work, accepted the invitation, which has given us this large and representative gathering.

As I have said, our Welfare Department is only a recent organization, and the object of this conference, as I understand it, is to have a sort of experience meeting, which will form the basis for future work and help us to determine what trend our efforts should take.

We know what we have done along this line individually, but not collectively from the standpoint of the employer and the corporation. I understand there are those present who are prepared to give their experiences and a general talk on this proposition, and the Chairman will take no more of the time of the meeting, for the greater part of the day would be required to describe what has occurred in connection with this movement.

Mr. W. E. C. Nazro, who has charge of the welfare work of the Plymouth Cordage Company, at North Plymouth, Mass., will address the meeting.

MR. NAZRO: While in making the opening speech I am expected to limit my talk to a description of our welfare work, there are several points in connection with the conduct of this work which I shall first call to your attention. I feel that the work is yet young with the Company, as we have only been carrying it on five years; but one thing that every person interested in establishing this work should consider is that the methods employed by one can not always be adopted by others. Each has a different problem. That problem requires careful study. One should look into the work that is being done by other concerns and take those points which can be adapted to the special problem.

Each mill also has its different class of workmen; some work requires skilled labor, while other work requires unskilled labor. Some concerns employ people who are educated, while others employ those who have just arrived in this country, and are unable to speak our language, which makes them incompetent to enter the work to any extent. It is well, however, in developing the problem, to bring the people as much as possible into the work; of course, how much depends entirely upon local conditions.

I think that many have made a mistake by giving the employees advantages too quickly in developing the work. In my opinion, the work should be introduced slowly, a little each year, and it should grow in magnitude as the business grows. It should not be launched



in every detail at once, although it is always well, when considering the problem one is developing, to bear in mind the plan as it will be when it is completed, introducing this step by step as the employees are ready to receive it.

In large business houses or manufacturing plants, it is impossible for the officials to give the time necessary to the management of welfare work. A study of the needs of the employees and the plans to meet them can only be successfully carried out by one who can give his entire time to the work. Not only that, but it requires a person of somewhat different temperament from that necessary for other departments of the business.

The problem that we have to deal with is that of the mill town. Naturally, when welfare work is introduced by the manufacturer in a city mill, somewhat different lines must be pursued.

The Plymouth Cordage Company, situated about two miles from the historic town of Pilgrim fame, has many natural advantages for the development of industrial betterment. These advantages, however, unless carefully considered—as they have been—would never have had that charming beauty and simplicity that they now possess.

The officers of the Company saw these advantages several years ago and determined to start upon a plan for the development of the surroundings. Not only did they consider the development of the property, but also that of the twelve hundred employees. The advantages which then existed for the development of their physical and mental activity were few. There was a decided lack of social life, there being nothing to create interest outside of the mill life, which is necessarily narrowing.

It was our desire to change these conditions of the employees: to educate them; to teach the boys and girls to help themselves; to direct them, through a library, to the higher education; to show them how to better their surroundings and appreciate the higher ideals and beauties of life. As many of the employees are foreigners, it is our aim to educate them in American ways, with the hope of making them better citizens and bettering their condition at the same time.

### THE MILL.

Naturally the first place that we looked into and changed was the mill where the employees spent most of their time. The surroundings were carefully considered in the erection of a new mill that was, at that time, in process of construction.

### TOILET FACILITIES.

First, the best sanitary appliances were put in, and all toilet rooms were finished with asphalt floors, the side walls were lined with white enamel brick, all plumbing being exposed, which gave us a toilet room that was easily kept clean.

### VENTILATION.

With good sanitary conditions, the next point was that of fresh air. A modern system of ventilation was installed. Through this system the air is taken from outdoors by large fans, and, in winter, is forced over coils of steam piping. When heated, the air is forced through

ducts to the different floors above. The windows are dropped at the top and the bad air has a chance to get out, thus making a complete system of ventilation. During the summer months the air is taken from outdoors by the same system, but, of course, it does not pass over steam pipes. The mill thus ventilated in summer is from three to four degrees cooler than our No. 1 mill, where the system is not installed. In rooms where dust or fumes accrue, they are removed by a system of exhaust fans that helps materially to keep the air clean and pure.

#### SEATS FOR WOMEN OPERATIVES.

The young women's work is made as comfortable as possible for them, and they are allowed stools which they may use when they are a little tired, or when the character of the work does not necessitate their standing.

#### DRINKING WATER.

The drinking water is obtained from springs situated about the mills, and every precaution is taken to have it free from any pollution, the water being tested at intervals to guard against any chances of sickness from this source.

#### THE MILL ENVIRONMENT.

How many times, as one travels about, mills may be seen whose surroundings are anything but attractive! Old tin cans strewed here and there, old rags, bottles and material piled in a loose fashion. One could easily imagine what the homes of the people would be after living amid

such surroundings all day. After all, one's environment has a great deal to do with one's character. So the old muddy roads that once surrounded the mills have been macadamized, lawns created, shrubbery planted, vines started around the mills, and the whole environment has been changed until it is now attractive to the eye.

It was interesting to see, after the development had started, the exact influence created. It was, however, as we expected it would be. The employees took home with them the lessons we were endeavoring to teach. They started to fix up their own grounds; walks that had never seen the edging-knife were edged, and lawns were carefully cut, which at once began to lend an entirely different character to the homes of the employees.

## HOUSING.

The Company at this time possessed several tenement houses, which contained tenements in groups of four and eight under one roof. These tenements contain a living-room 9 ft. 11 in. x 12 ft. 1 in.; kitchen 13 ft. 8 in. x 14 ft. 5 in., with entry 5 ft. 7 in. x 9 ft. 6 in.; two rooms 12 ft. 1 in. x 15 ft. and 14 ft. 5 in. x 15 ft., both with large closets. The houses set within five feet from the road, allowing only a small front yard. Each house is allotted a garden, where, during the summer, the employees may raise their own vegetables. The only plumbing in the house is that of one sink in the small entry. These houses rent from \$1.50 to \$1.75 per week.

With the building of new houses the old type was discarded, and the new tract of land which was bought was

*No.*

*Description.*

32—Library building in a factory community.

33—Interior view library building.

34—Houses rented to employees.

35, 36, 37, 38—Views of bathing beach in the same community.

divided into lots about one hundred feet wide and one hundred fifty feet deep.

Two-family houses were then built, along more modern lines, the cottage effect being borne in mind as much as possible. These are far more picturesque than the old tenements, and lend themselves to more individual treatment which may be made more expressive of the character of the dwellers. These houses contain on the first floor, kitchen, 13 ft. 2 in. x 16 ft. 6 in.; parlor, 10 ft. x 12 ft. 6 in.; dining-room, 11 ft. 1 in. x 12 ft. 3 in., and bath-room 5 ft. x 7 ft. Upstairs one type has four bedrooms, another three, and another two. These houses set about thirty feet from the road, giving them sufficient lawn in front which lends itself to adornment with flower beds or shrubbery. In the rear of the house are the garden and also henyards, with ample space next to the house for the clothes-yard. The houses are built of wood, and shingled. They range in price from \$1.90 to \$2.50 a week.

We are at present building a few houses along these lines which we can rent at about the same price as the old tenement blocks—\$1.50 to \$1.75 per week.

The Company does a certain amount toward fixing up the surroundings, and attends to the removal of ashes and garbage, but it believes in simply helping the tenants to carry out their individual desires and tastes in regard to flower beds and the distribution of shrubbery. The Company has only houses to rent. The employees who own their own houses have either bought them from outside parties or built them themselves.

## LIBRARY. .

Situated on a hill overlooking the houses and the mill is the Loring Reading Room, which was presented to the Company by Mr. Augustus P. Loring, our President, as a memorial to his father, Caleb William Loring, who held the office before him.

The Library has been of great benefit to the community. The children were allowed during the first year, 1900-1901, to come both afternoons and evenings. This plan was changed the next year, the children being allowed only afternoons. This resulted in an increase in adult attendance and decrease in that of the children. The Library contains about 4,000 volumes of fiction, history, and travel.

It is in charge of a trained librarian and assistant. The librarian spends part of the time visiting the people and the schools to help and cooperate with them in their work. Books are sent to the sick; also books which are not contained in the Library may be procured from the Plymouth Library through the librarian.

## LUNCHEON AND SOCIAL HALL.

As we leave the Library, a little further down the hill is situated Harris Hall, which bears the name of the partial giver of the hall, Mr. Edward K. Harris, in memory of Mr. James Harris, a director of the Company and its treasurer from 1834-1837.

This is used for a dining-hall as well as for social gatherings of different kinds. About three years ago

there was a call for hot coffee and tea among the men, and the Company refitted a small room for a dining-room, with tea and coffee urns. After a while there came a call for sandwiches and then for dinner, which evidenced the need of larger quarters. The dining-room has been established about a year, the main idea being to give a good, cheap, substantial dinner for ten to twelve cents, with tea, coffee, pies, and cake that could be bought extra.

Dinners taken from one week's menu are as follows:

MONDAY.

Pot Roast—Boiled Potato—Mashed Turnip .....	\$0 10
Apple Pie .....	02
Cottage Pudding—Lemon Sauce .....	03
Doughnuts .....	01
Rolls .....	01
Coffee .....	02
Tea .....	02
Milk .....	02

TUESDAY.

Meat Pie—Mashed Potato .....	10
Cranberry Pie .....	02
Apple Pie .....	02
Layer Cake .....	03
Doughnuts .....	01
Rolls .....	01

WEDNESDAY.

Boiled Lamb—Caper Sauce—Scalloped Potato .....	12
Cream Pie .....	03
Mince and Apple Pie .....	02
Doughnuts .....	01
Rolls .....	01
Chocolate .....	03



*No.*

*Description.*

- 29—Men's lunch room in a manufacturing plant. After providing luncheons in very simple quarters, the foreign element has been gradually brought to the use of this room.
- 30—Lunch counter system for men in a factory.
- 31—Men's lunch counter in the corner of a shop. This system of lunch counters has been introduced throughout the plant. Three meals a day are served. Breakfasts and morning luncheons are especially appreciated, as many, through force of circumstances or lack of appetite on arising, pay insufficient attention to the morning repast.

THURSDAY.

Boiled Ham—Mashed Potato—Macaroni .....	10
Custard Pie .....	03
Apple Pie .....	02
Gingerbread .....	01
Doughnuts .....	01
Rolls .....	01

FRIDAY.

Baked Haddock—Mashed Potato—Scalloped Onions .....	12
Squash Pie .....	03
Cocoanut Pie .....	02
Doughnuts .....	01
Rolls .....	01

Everything is made in our own kitchen, so that we are perfectly sure that the material which goes into the food is the best that we can procure.

There is no service; the men are obliged to wait upon themselves. They buy their coffee at one place, move on to the next, buy their dinner, and then take it to their table.

The dining-hall contains the following rooms: On the first floor is a serving-room, a large dining-room for men that will hold about two hundred, and leading off the main room is a smaller room for the office help. The men's toilet rooms are also situated on this floor. The lower part of the building is given up to a dining-room for the girls, with rest and toilet rooms, the kitchen, cold storage cellar, and manager's room.

## SOCIAL EFFORTS AND INDUSTRIAL CLASSES.

The hall, with its large verandas and spacious interior, is used also for social functions, such as band concerts, dances, and club meetings of different kinds.

The girls in our mill formed a social club seven or eight years ago of some ten members. The girls started work in sewing, and in courses in English, and Italian, and in art. From year to year the club has grown so that now there are enrolled in its membership some eighty girls, most of whom work in the mill. There are a few young women, having had the advantages of a higher education, who have been induced to join. They have brought in new ideas and have helped a great deal in raising the standard of the club, for they bring to bear the influence that tends to develop the character and stimulate higher ideals in life.

## THE KINDERGARTEN.

A small dwelling at the entrance to the factory was turned into a school building. A kindergarten was started under the direction of a trained kindergartner. The first year the school contained about twenty-three pupils, the second year about thirty, and the third year we found it necessary to engage an assistant, the number then reaching forty; this winter the school has fifty-three enrolled. The kindergarten in many ways is a great help, not only to the children, but also to their mothers, for it takes the children away from the house in the busiest part of the day and gives the mother time to do her work unmolested, while the children return with new ideas and brighter faces. The teachers make visits and

interest the mothers in the children's work. They also give them a little social life once a month by having mothers' meetings at Harris Hall.

#### THE CHRISTMAS TREE.

The largest gathering of this kind occurs at Christmas time, when a Christmas tree delights the children. The proud mothers seated about the hall, seeing their little tots marching around the tree singing and clapping their hands, smile with the children, whose little faces beam with delight at the sparkling stars and trimmings of the tree.

#### CLASSES IN SLOYD.

The second step in the school was the addition of a Sloyd Department. A room was fitted up with ten benches. The school at first was only for the boys who worked in the mill, the other boys of the family having the advantage in the public schools. The school is carried on four evenings a week, there being forty boys enrolled in the course. Later, the girls became interested in the work, so a girls' class of ten was added. In connection with this work we have established classes in basketry and the making of cane seats to chairs.

#### THE COOKING SCHOOL.

Another branch of the industrial work is the cooking school. Probably there is no branch of the school that does more real good than this. The children are allowed to attend at the age of eleven years, and there are about forty. These classes are held in the afternoon

after the public school sessions, from four to six o'clock. Good, plain cooking is taught: how to make a dinner from cheap cuts of meat, the proper food to buy, and the correct combinations to use to build up the tissues of the body and brain. The making of bread, pastry, preserves, jellies, and the preparation of cereals are also touched upon. The course in cooking is three years. Some of the girls that are employed in the dining-hall are graduates of the cooking school, but generally they go to work in the mill.

On June 13, 1903, the Directors were entertained at a dinner at Harris Hall, the menu being:

	Little Neck Clams	
	Consomme	
Olives	Radishes	Salted Almonds
Fillet of Sole		Tartar Sauce
	Cucumbers	
Fillet of Beef		Mushroom Sauce
Potato Balls		Asparagus
	Tomato Salad	
Strawberry Ice Cream		Frozen Pudding
Sponge Cake		Almond Cake
Crackers		Cheese
	Coffee	

The cooking school girls prepared most of the food and served it.

If there is any one in the community who is very ill, the children in the cooking school are shown how to prepare food for invalids, and how to present it attractively, after which a few of the pupils carry it to those afflicted. It not only teaches them how to prepare the food, but also shows them the pleasure of doing for others.

## MECHANICAL DRAWING.

The men who work in our machine and carpenter shops were desirous of studying mechanical drawing, and courses were started for them; also there are several boys who have become interested in the work. The first year is given up to the fundamental principles of drawing; the second year work takes up descriptive geometry and drawing of different parts of machinery; the third year work more advanced machine work; the fourth year work elementary design. Several carpenters have taken up the course, in which case we have altered it to correspond more with their line of work. The men have benefited very much by the course, and some of them, who at the outset were unable to read a plan, can now work intelligently from one.

The industrial classes are charged a small tuition fee, but this plan is not extended to the kindergarten.

A band was organized about two years ago, consisting of thirty-two pieces, the Company furnishing the rooms to practise in, and advancing the money with which to procure many of the instruments. The band plays at all baseball games that are held on the grounds, and also plays morning and afternoon at our Labor Day show.

During the winter the band gives concerts every two weeks in Harris Hall, the proceeds of which are divided among several benefit societies which have been organized by the employees.

## COOPERATIVE STORE.

As the mill is situated some distance from the town, many small groceries sprang up. The Company, not

satisfied with conditions, bought out some of the stores and started a large one under the name of the Employees' Cooperative Store. The Company furnished sufficient capital to start the store along the following lines:

That the Company would not receive any interest on the money invested; and that it should be a cooperative business entirely for the employees' benefit, they to receive their share of the profits pro rata as their accounts showed on the books.

Naturally, the taking over of old stock and the starting of a new enterprise necessitates time to tell whether or not it will prove to be a success in every way. While we can not now say that it is as successful as we had anticipated, there is one thing certain, and that is the employees get far better material than formerly for the same amount of money, from a clean and well kept store. All groceries are delivered by three teams, which cover the scattered territory.

### RECREATIVE.

Some of the Company's property skirts the shore of Plymouth Bay, and here we have established a bathing beach. The slope of the land made it necessary to build it out and retain it by a parapet wall. This, however, has its advantages, as it makes a fine playground for the children, where they can dig in the sand and enjoy the fresh breezes of the ocean without wetting their feet and dresses. It makes a pleasant park where the people may gather; on Sunday afternoons, whole families may be seen enjoying themselves, the father and mother taking a dip in the sea, while the little ones are busy making sand

houses on the beach. On several Sunday afternoons there were from six hundred to seven hundred people watching the bathers. There are two large bath houses, one for the men and boys and the other for the women and girls. The Company furnishes suits for the bathers at the low rental of one cent per suit; also towels at one cent each. (These were free at first, but, the privilege being abused, this nominal charge was made, with the result that we have had no trouble since.) Suits are also on sale at wholesale prices. The bath houses are in charge of an experienced man, who teaches the boys and girls to swim, dive, and float. During the last two summers more than nine thousand baths were taken. One generally finds the beach lined with young people every afternoon, except Saturday.

#### ATHLETIC FIELD.

Saturday afternoons the interest of the crowd centers around the ball field, which is situated back of the office building, where, the weather permitting, a game is played between our own club and a visiting team. Each year they have played against stronger teams, and this resulted last year in several games nearing the standard of some of the leagues. The games are witnessed by seven to eight hundred people, and have been free, with the exception that a hat was passed around, the people giving what they felt they could afford, to help defray the expenses of the home and visiting teams. But this year we have charged an admission of ten cents, which seems to give much more satisfaction both financially and to those who watch the games. The money collected is used for the running expenses of the team.



*No.*

*Description.*

54—Field Day of employees from a large manufacturing plant, with view of ball game.

55—A view of the Field Day sack race.

## EMPLOYEES' PERIODICAL.

All of the baseball games and, in fact, most of the social work is reported in a paper that we publish once a month, called *The Plymouth Cordage Chronicle*. The paper is published in three languages: English, German, and Italian. Two years ago there were courses carried on in agriculture, horticulture, and poultry raising. There were so many unable to take advantage of the lectures that it seemed advisable to issue them through a paper. They could then be brought out to all the people at once. This proved a success, and the whole social work was then brought before them through this medium. 1902

## LABOR DAY FAIR.

All the work in the schools and that done about the houses of the employees is in anticipation of a fair that is held on Labor Day. Labor Day, in its true sense here, brings out the work that the people have done all summer. As early as five in the morning the employees leave their homes with wheelbarrows, little carts, and arms filled with vegetables. It only needs a few donkeys with packs on their backs to lend to the scene a true Italian setting of the early morning market time in Verona or Perugia. Boys and girls are running here and there to put their handiwork on the proper table, while the quacking of ducks or the crowing of a rooster announces the arrival of a new poultry guest to show off his feathers in competition with his neighbors. Children laden with flowers, which almost hide their tiny faces behind their blossoms as they sway back and forth in the breezes, give a cheerful greeting as they enter the miniature fair. It

requires a tent one hundred and sixty feet long and sixty feet wide to cover the exhibition of vegetables, fruit, fancy work, flowers, school work, cooking, poultry, and handiwork.

The Company also offers prizes for vegetables and flower gardens that are kept in the best manner during the summer; also one for the homes where trees and vines are cultivated. The homes are visited by a competent judge three times during the summer, and a complete record is kept. The names of prize winners are posted in the tent.

The fair is open on Labor Day from 12 to 6 o'clock, and also on the following day from 7 A. M. to 6 P. M. During the morning, while articles are being put to rights, the people are gathering on the ball field, which has been laid out for the athletic contests scheduled to begin at 9 o'clock. The Plymouth Cordage Band of forty-two pieces starts the event, moving with a band concert from 9 to 9.30. Last September there were over five thousand people to enjoy the following program:

9.00—BAND CONCERT.

9.30—RUNNING RACE, 18 years old and over. Best two out of three, 200 yards.

9.35—BASKET CONTEST.

9.45—FISH POND, FOR GIRLS.

9.55—STILT RACE, FOR BOYS.

10.00—THREE LEGGED RACE, 200 yards.

10.10—SECOND HEAT RUNNING RACE.

10.15—HALF MILE FOOT RACE.

10.30—SACK RACE, 60 yards.

10.35—THIRD HEAT RUNNING RACE.

10.40—HIGH JUMP.

10.45—BLINDFOLD WHEELBARROW RACE FOR BOYS.

- 10.55—HITTING THE DUMMY, FOR GIRLS.
- 11.05—RELAY RACE, WALK vs. MILL, 800 yards.
- 11.30—ONE MILE BICYCLE RACE.
- 11.35—OBSTACLE RACE.
- 11.50—GREASED POLE AND BARREL, FOR BOYS.
- 2.00—BAND CONCERT.
- 3.00—BASEBALL GAME.

In the grouping of five thousand people the combination of colors was exceedingly varied, which gave the scene a decidedly picturesque effect. After the people had watched their friends lose or gain the coveted prizes, they left their seats for an inspection of the tent. Many returned in the afternoon to witness the final baseball game of the season. Taking into account the people who attended the different attractions during the day, this fair was witnessed by nearly eight thousand people. It shows quite a growth from the first fair that was held five years ago in a small house, where one room 12 ft. x 14 ft. was given up to vegetables, one room 14 ft. x 15 ft. to poultry, and one room 12 ft. x 12 ft. to flowers, the attendance being about eight hundred.

### CARE OF THE INJURED AND SICK.

Often, during the sports on Labor Day and the ball game, slight accidents happen; also in a mill where hundreds of people are working about moving machinery the chances of accident are many. Accordingly, a room was equipped to care for such cases. Trained nurses were engaged to take charge of the hospital. Their work at present lies not only in the small hospital, but much of their time is given up to making visits to all of our employees who are sick or in need of their services, ad-

*No.*

*Description.*

15—A factory doctor's office and emergency hospital, with all facilities for care of accidents and minor operations. The ambulance is close by to convey victims of serious accidents to the hospital.

16—Convalescents' recreation hall in a mining district.

16½—Interior view convalescents' recreation hall.

ministering to them the proper care and bringing to our attention conditions about the places and houses that should be changed. In cases of extreme illness, one nurse gives her attention during the day and the other at night. The Company furnishes the nurses with a house in close proximity to the homes and mill. During the past six months there were about seven hundred and fifty cases that required their attention. In many cases we have had the sincere thanks of our employees, and they all feel that it has filled a long needed want.

#### MUTUAL BENEFIT SOCIETIES.

Many times when acute diseases make it impossible to stem the current, and when men who have worked among us for many years are taken away, their wives and children would be left in poverty but for the benefit societies that have been formed among the workingmen and women. There are three societies that carry on this work:

The United Workers' Circle of King's Daughters, this society raising money by fairs and distributing it among those requiring assistance.

The German Brotherhood, organized the first day of September, 1883, with a membership of twenty-eight men and a capital stock of \$224. The membership has increased to seventy-two and, at date of writing, the Society has \$600 in the bank. The dues are \$4 a year. The Society has collected from the members during the existence of the Society, \$5,566.60; paid out for deaths of members, eleven in number, \$655; paid out for deaths of wives of members, \$272; paid out for sickness, \$4,590.

The Old Colony Mutual Benefit Association was organized June 27, 1878. The dues of the Association are four dollars (\$4) a year. This gives an accident or sick benefit of four dollars (\$4) a week for twenty (20) weeks; also includes a death benefit of \$150. The membership numbers about one hundred fifty. The Association has received \$8,863.78; paid out in sickness and death benefits, \$7,707.48; it has on deposit, \$1,156.30.

Membership in these societies is voluntary. If the employees are not fortunate enough to belong to either, the men are generally ready to start a paper through the mills for their benefit.

The patients who are convalescent find pleasant recreation in a park which the company is developing. This park is near the houses, and comprises about thirty-five acres.

THE CHAIRMAN: Miss Diana Hirschler, of Wm. Filene's Sons Co., of Boston, will now speak on the subject from the standpoint of the retail store.

MISS HIRSCHLER: I shall take the keynote in what I have to say this morning from our chairman's remark that this was to be in the nature of an experience meeting, so I trust you will pardon any personalities.

I started at Filene's as "Social Secretary" about three and a half years ago. We had no definite plans, but the members of the firm had two general ideas about this work. They believed first, that some one should be placed in the store, an impartial person, to see that just conditions be established in order to enable the employees to do their best work, and that with just and fair conditions existing from every standpoint both sides would be bene-

fited. Secondly, they felt, as most employers do, that there was a certain lack of efficiency, that employees were not giving their best efforts to their work, and they believed there should be some one there to help direct and train them, or stimulate others to do so, that a more intelligent and efficient working body might result. While these two lines of thought merge into each other, they are fairly distinct in their actual application.

#### PRELIMINARY PREPARATION.

With these general ideas we started in. I knew nothing about a store, so I felt that the first thing to do was to study conditions and learn the organization of the place, the duties of each person, and everything connected with the working system. I went in, therefore, for three months as floor manager, which with us is a position somewhat larger than that of the ordinary "floor walker," being more executive. In that position I came in contact with every part of the store organization and system. I was put upon the busiest floor, the one containing the most people. It seemed the best floor from which to work, in order to get control of conditions.

After three months of work and study on the floor, I had a complete idea of store organization and an insight into the special conditions and limitations of our own store. I acquired a knowledge of the fundamental things that really make the conditions of store life. I also became acquainted with many people and gained their confidence. Meanwhile nothing was said of my work in any other capacity.

At the end of that time, I quietly went into an office.



*No.*

*Description.*

58—Coke pullers' washroom.

59—Bicycle shed in a manufacturing plant.

We said nothing about the work to be done. We did not name the office. We simply decided to work the thing out. One of the firm had up to that time the superintendency of the employees, adjusting their grievances and determining their promotions and positions. As the people came to his office with their difficulties, he turned them over to me, so that they gradually got into the habit of coming to me for all sorts of things; at the same time I was given the opportunity to recommend transfers and promotions in pay and position.

#### A JUDICIAL POSITION.

We have endeavored thus to work out these two lines of thought, and I believe they are a good basis for Social Secretary work elsewhere. Acting as intermediary in adjusting conditions, I came to realize that I was really in a judicial position. One can not justly represent the employee's side only. This would not even be of large value to the employee himself. The employee being the one controlled and getting only a stated pecuniary interest, his interests and conditions naturally have to be watched more carefully than those of the employer, who is investing his capital in his employee's labor for his own personal return. So it naturally follows that the Social Secretary must watch more closely the needs and conditions of the employee. But my experience as an intermediary convinces me that the position is essentially a judicial one. When a complaint comes up for adjustment, the facts on both sides have to be marshaled fairly and squarely, and the decision reached on the basis of what is fair and just, regardless of which side it hits. This frequently necessi-

- tates educating the employer himself and again the employee, who must be convinced that he has not looked on all sides of the question. This gives the most valuable
- opportunity for developing the broad business intelligence needed by the employee, and the recognition of the "human element" by the employer.

#### RANGE OF COMPLAINTS.

The complaints brought in have varied from unhygienic conditions to what we consider fundamental things: wages and hours. Wages have been thrown open to the Social Secretary's office. In fact, the superintendent expects recommendations from the Social Secretary as to increase of wages, transfers of position, opportunities for the employee to do better work; and there is no change in wages, as a rule, without the signature of the Social Secretary, or her recommendation. I am expected at regular intervals to send in such recommendations and statements that affect vitally the condition and position of the employees. No question arises in the house that I do not have the privilege of entering into. I work with the superintendent, who fully expects my testimony shall come to him on all questions. He realizes that he is the one in power, but he is perfectly willing to hear facts presented to him of every kind and from every proper source, and that attitude has grown bigger and bigger, until it has come to be a perfectly natural thing that the superintendent shall not represent a despotic authority, but an intelligently informed one, ready for just action.

**SPECIAL EDUCATIONAL EFFORTS.**

Along the line of benefiting employees, we have had classes, lectures, and talks in salesmanship, and in developing the personality of our people, who come in contact with the public. The aim of this work has been to help them to become more efficient, and thus earn more wages and hold better positions.

**AN ASSOCIATION ORGANIZED.**

At the time we began to develop this office there was an organization already started that was instituted originally by the firm in connection with the most progressive people in the house, the idea being that the body of the people should organize together with the firm to work out a plan by which they might improve their own condition. The firm had in mind distinctly the fact that there was no value in this movement unless it grew out of the development of the people themselves. They had already made several experiments of doing things individually, and giving things to the employees, and they had finally come to the conclusion that these efforts were failures. They decided that the really vital thing was to get the people to do things themselves, the firm simply being individual members of the organization together with their employees. They named this organization "The Filene Cooperative Association." As Social Secretary I have no connection with it, any more than the superintendent has as superintendent. The officers are elected by the Association, but it happened that I was elected Secretary, and have held the position more or less

ever since. By the way, there is an election which takes place this coming week, and I told them I did not want them to think the position of Secretary hereditary.

The Social Secretary has never in any way forced herself upon the Association, nor has any one else connected with the store. I have simply been connected with the Association as an elected Secretary, and, of course, in that position I have been expected to push the Committees and to more or less plan and direct the work.

The Association began its work with an insurance fund, which insures its members against illness, and has a death benefit connected with it. I am not going into details about it, but there have been several standing committees which are incorporated in their constitution, applying distinctly to the business of the store, and which I shall enumerate; but before doing so, I wish to say that the aim of this Association, as stated in the Constitution, is to create a greater efficiency on the part of its members, and give them greater social opportunities.

#### THE STORE RULES.

The scope of the Association—and that is what you are particularly interested in—is the power to vote upon all general rules governing the store that affect the efficiency of the employees. I have here with me the new store rules, issued by the house this spring. You will find stamped in our store rules on the first page outside, a little notice calling attention to the fact that the members have the power to offer suggestions and criticisms, which will be taken up by the Association. Inside you will find a statement of the scope of the Association; that it has

the power to initiate, enlarge, or amend the rules affecting the efficiency of the employees. That word "efficiency" is a very large word. You note we could take up the question of advertising policy, which may materially affect the efficiency of the employees, or the question of window dressing, or any business policy actually affecting the progress of the store. At the back of the book you will find several little statements that will show you that our Company (we are now a corporation) intend that this Association shall be distinctly democratic. And that they actually mean that the Association shall govern the store as far as it can according to these rules. This does not mean that any special officer or person may not issue his own rules, but it does mean that if any of these special people issue a rule which affects the general efficiency of the employees, the people may act upon it. A rule thus issued by an executive goes into immediate effect, the Association in that instance being an appellate body, within its scope.

Among the standing committees we have our "Suggestion Committee," with which many of you are familiar, offering prizes weekly for suggestions. These suggestions are considered by a committee elected by the Association, so that the committee has power to accept or reject suggestions. The prizes paid are fifty cents and one dollar.

#### ARBITRATION AND DISCIPLINE.

The committee which fundamentally affects the store and its government is the Arbitration Committee. Our store had never had any system of fines or charges for loss, and people in authority throughout the house felt

that we should have. The question came up before the Association. Some one moved that a committee known as the Arbitration Committee be chosen, a member to be elected from each floor in the house by the people on the floor. The superintendent could then charge persons for any negligent loss or breakage, and such person could then have the right of appeal to the Arbitration Committee. This committee was originated about three years ago, and this general outline applies to-day as it did then. It has broadened in its power, however, to take in every sort of complaint between the employees and the firm, between the employees and any one in authority, or between one employee and another.

This power includes dismissals. One of the firm happened at one time to dismiss a man, and he appealed to the other member and said he was unjustly dismissed, and the two members decided to permit him to present his case to the Arbitration Committee. Since then they have thrown open to the Arbitration Committee the privilege of appeal in all dismissals. Among the several dismissals acted upon, they have reinstated two or three people. In one case they recommended leniency on account of past good work. In another case they reinstated the employee on probation for one week.

This Arbitration Committee has not only exercised its whole power, but has proved to be a body showing remarkable common sense and impartiality. It is actually elected by secret ballot from the people on the floors; the house has left it entirely alone, and accepted its judgments, and the result has been a body that, acting without intimidation from the house or pressure from the employees, has rendered just decisions, so that it is in equally

good repute with the house and with the employees. The decisions in favor of each side keep pretty close together in point of number, the small majority being in favor of the employees. The firm recommend Arbitration Committees, as I think Mr. Filene did at your previous gathering here, because our Arbitration Committee has proved to our people in authority that they can run the house and adjust the uncomfortable things with less friction through the Arbitration Committee than in any other way, and have a more contented and happier set of people, because facts are sifted and weighed and adjudged by their own representatives.

#### COMMITTEES.

There are other committees that affect the government of the store. We have a Bank Committee, a Library Committee, a Lecture Committee. The distinguishing mark in all these things is that they are governed by our people themselves. Our doctors, dentist, etc., are chosen by the people, who pay for their treatment themselves. ~~The~~ firm pays nothing.

One committee that vitally affects us is the Club House Committee. We have a house in the rear of our building which is larger than the ordinary house usually provided by firms for an employees' lunch room. Excepting the rent, the Association pays the running expenses. The Club House Committee manages the luncheon room and the social room and everything else connected with our club house. The superintendent of the store has nothing to do with it except to provide for its protection,



## SOCIAL FEATURES.

The object of the luncheon room is to furnish wholesome food at the lowest possible rates. We have little social tables where the people may sit. Every one mingles there in the most democratic manner: the sales force, buyers, firm, apprentices, etc.

In our social room we have the library. The Boston Public Library has thought sufficiently of the movement to make a little center there, and we have a branch of the Boston Public Library, but the work is under the charge of the committee elected by our people.

In short, in all these things, we stand for the democratic idea that we are all working together through these committees elected by us, and the members of the firm have each one vote just the same as any one in the Association. This is the fundamental idea running through the Association. This idea extends also through all the Social Secretary work. When a complaint comes in, there is this same democratic idea of how we can make this person bigger and stronger and better able to take a place in the store organization and earn bigger wages.

Last week we had the first dinner of the "Filene Co-operative Association." This was our first attempt in the way of a dinner, so we got the best person we knew, who stood for character, intelligence, and power, and that was President Eliot, of Harvard University, who thought sufficiently of our Association to come as our guest, and bring Mrs. Eliot with him. We had our own Association President preside. At the head table sat the Chairmen of our Committees. It was an affair of our own people in our own club house, and by our own commit-

tees, carrying out the keynote of all our work, the idea of doing the work ourselves.

Mr. Chairman, I shall be glad to answer any questions.

Question: Has the Association made any changes in the rules? Answer: Yes.

(At this point Mr. Vreeland, the Chairman, was obliged to temporarily vacate the chair to meet another engagement, and called on Mr. John H. Patterson, one of the vice-chairmen, to preside in his absence.)

Mr. Patterson, upon taking the chair, said:

"I am pleased to see so many delegates from prominent concerns, representing the varied industries in different parts of the country, and I am more pleased to notice the interest manifested in the work of this Federation. I believe we will all be much benefited by the result of these deliberations—as our varied experiences when made into a composite statement will be of the greatest value.

"Miss Hirschler was asked a question."

#### EXAMPLES OF CHANGES IN RULES.

MISS HIRSCHLER: The question was as to whether our Association has ever changed any rules. They have done so a number of times. One, for example, in relation to the method of stamping time. Some of the people objected to it, and it was brought up before the Association. A motion was made that the method in question be abolished; the superintendent presented his side of the case; the vote went against him and the method was abolished.

Another thing that was a little more fundamental was the action to change the time of closing the store. In

the early days of the Association several of the big stores determined to change their time for opening and closing, and the change in time was more of an inconvenience to the employees than the previous method. The matter was presented to the Association, and the argument at first was in the direction of no change. But some one got up and asked: Where would we be if the house across the street was open when we were closed? As our sales-people are paid the regular market salary, and in addition to that a commission upon their sales over a certain amount, they at once pictured shoppers passing by our closed doors. So the current turned along the line of their own interest, which was identically that of the firm, and they voted to change the hours just the same as in the other stores. Afterward the stores went back to the old system, which we also did.

In another instance: Summer before last the fifth of July fell on Saturday. Many of the New York stores closed on Saturday, and many of our people wanted to close the store on Saturday, but none of the other stores in Boston intended to do so. The question came up before the Association. The firm refused to express an opinion, and after a free discussion the Association voted to close the store on Saturday, making a three days' holiday. Our advertising manager at once issued circulars to all the stores in Boston telling them we were going to close on Saturday, giving them the same privilege before we came out with our advertisement on Sunday. They all refused; the result was that we were the only store that was closed on Saturday, and our people had a three days' holiday, and it has been the universal feeling, even with the people in authority, that it was a

very wise thing. In fact, the Association has never done anything that we have not found in the long run to have been the best thing. The consensus of opinion was better than the action of a few people.

We have had a variety of instances where the Association has voted on some rule and it has been abolished. Of course, in all I have told you to-day, the question naturally arises how vitally and extensively these things are being carried out. I can only say that at our dinner we had almost three-fourths of our people present, and they were a happy family. We had on the tables, for example, a number of vases, I think eighty-four, and the next day they were all bought in a couple of hours by people who wanted them as souvenirs of the dinner. The response to the dinner, of course, showed a wholesome spirit in the Association.

#### AN EMPLOYEES' PERIODICAL.

I have not mentioned our newspaper. We have a monthly paper which is never seen by the firm until it comes out, and they pay their little five cents for it just as the rest of us do. That shows the confidence they have that we will not disclose business matters, as well as their willingness to allow freedom of expression. The paper is a year and a half old, and no objections have ever been made to anything printed in it. The editor and advisory staff are elected by the people; they edit the paper; it is not seen by any one in authority, or by any one outside of the committee, except by their own seeking, until issued and sold. Our dinner the other evening was paid for by the people, the firm paying their share just as every one else did, and no more.

Question: Do I understand that each member of the firm votes the same as any employee? Do the firm have any representation on any of these committees, and do they always vote?

Answer: They do not have any representation as such; they vote with the floors on which their offices are located, the same as any other individual; the Arbitration Committee has no representation from the firm. There are naturally people in positions of responsibility who are elected on our committees. We have had as President of the Association our superintendent, our merchandise manager, members of the firm, and we have had people from the ranks. Our present President, who had charge of the dinner the other evening, was elected from the book-keeping office, and is now in charge of the receiving office; and we have on the different committees others elected from among the people, and also from the executives.

THE CHAIRMAN: Mr. W. G. Mather, President of the Cleveland Cliffs Iron Company, of Cleveland, Ohio, will give a view of welfare work in a mining district.

MR. MATHER: We have done very little in the line of welfare work, and I feel, therefore, as if I had no right to talk before the people here, because we have done comparatively nothing, with the exception of trying to improve the housing of our employees.

Our organization is a mining company in the mining district of Lake Superior, at Ishpeming, Michigan, and our miners are of all nationalities, such as Cornishmen, Swedes, Frenchmen and Finlanders. As these men represent the great bulk of our employees, we have as yet attempted little in the nature of club houses or social work

among them, because we have been afraid of the difficulties of this nationality question, owing to the fact that they do not associate with each other. The different nationalities have their own churches and societies, and mingle with each other to a very small degree.

Furthermore, our location affords opportunity for our people to have outdoor recreations, such as going out into the woods, picnicking, hunting and fishing, thus doing away with the necessity of providing playgrounds and breathing spaces, such as would be required in a city.

#### HOMES OF EMPLOYEES.

We encourage our employees to own their houses, not by advancing money, but simply by selling or leasing them the land, allowing long time payments, very cheap land and cheap rents. We build as few houses as possible, as we find it much better for our people to own their houses.

#### PRIZES FOR NEAT PREMISES.

We offer prizes for well-kept premises. That has been done for nine or ten years, and the results have been extremely satisfactory. Competitors have been numerous and the general improvement of the town has been very marked. The reasons are apparent. One man has a nice looking garden, and he gets recognition in the shape of a prize, and his neighbor, who may not have thought before of improving his place, is immediately stimulated to do similar work, partly for the prize and partly through his aroused desire to have his premises look as well as those of his neighbor. This is true not only of vegetable

gardens, planting of vines and flowers, but the men have also recently been spending some money in painting their houses and fixing their fences and outbuildings.

#### COMPULSORY BENEFIT FUND.

We have a benefit fund for our employees, that is created by rather an arbitrary method. We take thirty cents a month from each employee, to which amount the company contributes a like amount, equaling in total the amount contributed by all of the employees. This is distributed in the way of benefits to those who are sick, or who have met with accidents while in the employ of the company, the families or heirs receiving a fixed sum in case of the employee's death. This fund was formerly managed, and theoretically is still, by a committee of the employees, but practically the management is in the hands of the officers of the company, the employees taking little interest in its management, being entirely satisfied to leave it to the company, in conjunction with the doctors—all payments being made on the doctor's certificate.

#### THE HOSPITAL AND DOCTORS.

The hospital building is owned by the company, and is rented out to a firm of doctors, who are selected by the company, with care to see that they are practitioners of character, experience, and ability, and also of kindly nature and imbued with the humanitarian spirit. We take one dollar a month from each of our employees, and put it in this hospital fund, which is paid to the doctors, and for this all of our employees and their families receive

attendance, medicines, and treatment of all kinds without further charge.

#### A "CHANGING HOUSE."

The work of our miners is very dirty, and it is, therefore, impossible for them to wear their mining clothes on the street in coming from and going to their homes. Until recently very little attention has been given to the matter of comfort and cleanliness in the buildings provided for the miners to change their clothes. Our new "changing house," as it is called, is a fireproof structure containing, among other things, shower baths; an adequate supply of wash-troughs containing individual enameled iron wash-basins, with hot and cold water; drying racks for the mine clothes; lockers; an office for the shift-bosses; an emergency hospital room with all appliances; and a room in which the men may eat their luncheons. This building was erected about three years ago. At that time it was one of the most advanced in the point of comfort and convenience of any in the Lake Superior mining region, and improvements along this line have now become the subject of careful consideration by other employers.

#### CLUB HOUSES.

At one of our furnace plants in Gladstone, Michigan, where the works are some three miles from the village, we were much troubled by the influence of certain saloons, which were established just outside of our grounds, and over which we had no control. In order to minimize the evil result of these saloons, we decided two years ago to put up a club house. In this house, the office employees



*No.*

*Description.*

- 1—Exterior of a “changing-house” in a mining district, where the men find it necessary to change their clothing before entering the mine. This fireproof structure is so arranged that it is easily kept clean. It contains a wash-room, shower baths, a locker room, an office for the shift bosses, an emergency hospital, and a room where the men may eat their luncheons.
- 2—The wash-room. It contains adequate wash-troughs with individual enameled iron basins. Both hot and cold water are supplied. Each man draws water into his basin, and after washing empties it into the trough, which immediately drains itself. This is a great improvement over the trough system in general use, where it is impossible for each employee to have clean water. This room also contains, along one of the walls, a fine system of shower baths.
- 3—The locker room. It contains individual expanded metal lockers and, in the center, drying racks for the mine clothes. Over each of these racks is a large ventilating hood. Between the racks and lockers are stationary benches.

have their regular dining-room, where their lunches are served at a moderate cost, and it is kept open all day and until late at night for the use of the employees. Beer, cigars, coffee, and light refreshments, such as sandwiches and biscuits, are sold at practically cost. We have hoped that this opportunity to buy beer and cigars cheaper than at the saloons, and with the opportunity to play cards, billiards, and other games, might prove deterrent to the patronage of the saloons. To a certain extent this has been the case.

At Ishpeming we have a commodious office building, the upper floor being used as a club and assembly room. Attached to this is a kitchen and a billiard-room. This is used by all the officers, clerks, and heads of the various mining departments of the company, located at Ishpeming. It is managed by a club of these employees called "The Cleveland Cliffs Club," and each member wears a little button as a badge of his membership. Sufficient dues are collected from each to pay for several suppers and receptions each year.

In addition to this, at the monthly meetings, topics connected with the management of the mines are assigned, upon which papers are written and discussions invited. Sometimes outsiders come in and give talks upon similar subjects. It is also used by the Mechanical Club, composed of the machinists, firemen, and, in fact, by all the employees connected with the Master Mechanic's Department. A bowling alley is located in the basement of the office building. This club and the facilities connected therewith—there is a library and reading-room attached—have been very well patronized by the people for whom they were intended.

THE SECRETARY: Since Mr. Mather feels that his company does very little in this direction, and we have found that frequently those who are doing the best welfare work make no pretensions along that line, it seems apropos to read a letter which we received this morning:

CINCINNATI, Ohio, March 14, 1904.

H. H. VREELAND, ESQ., CHAIRMAN WELFARE DEPARTMENT, THE NATIONAL CIVIC FEDERATION, 281 FOURTH AVENUE, NEW YORK CITY.

DEAR SIR: We have your favor of the 10th instant.

We built our new factories here with the best sanitary conditions we knew how to put in. We heat and ventilate the work-rooms with a constant circulation of fresh air, heated or cooled as the occasion requires. We have large, commodious dressing-rooms, provided with separate lockers for each employee. We built a large lunch-room, with the best kitchen equipment, where we serve the best food at cost only. Music is furnished during the lunch hour.

Our work-day is nine hours, with the beginning and closing time arranged to give our people the best car service, to enable them to get back and forth to their homes in the best possible manner.

In taking on new people we are careful to comply with all the State labor laws, and employ people of good character only.

Aside from this, we have not engaged in welfare work.

Yours very truly,

(Signed) THE U. S. PLAYING CARD COMPANY,  
JOHN OMWAKE, *President.*

Permit me to remind you that we have had welfare work in three typical industries presented this morning—first, in a manufacturing institution, by Mr. Nazro; second, in a retail store, by Miss Hirschler; and, third, in a mining district, by Mr. Mather.

Our Executive Committee has arranged to issue a request to employers promoting welfare work for especial

information relative to their successes and failures for our Bureau of Exchange. Some of the questions to be asked are:

1. What is the first practical step?
2. Should the company take the initiative, or encourage and await suggestions from the employees?
3. By whom shall welfare work be done—by the employer, by the employees, by both, or by an outside force?
4. Shall employees pay for all luncheon, educational and recreative features?
5. If you have had any failures, to what do you ascribe their causes?

It may be well to give these questions, with reference to installing and maintaining welfare work, consideration in the discussions to-day.

THE CHAIRMAN: Mr. E. M. Herr, Vice-President of the Westinghouse Air Brake Company, of Wilmerding, Pa., will now give us the benefit of their experience.

MR. HERR: Mr. Chairman, I have come here entirely unprepared to present what little we have done in the way of social betterment work, but will endeavor to give you a general idea. What we have undertaken has not been done in any direct way by the company. The present plant of the Westinghouse Air Brake Company, located at Wilmerding, Pa., about fourteen miles east of Pittsburgh, was built about eleven years ago. At the time it was constructed there was nothing else there. Soon after its erection a town sprang up about it.

## SOCIAL WORK BY Y. M. C. A.

A Young Men's Christian Association was organized early and located in the company's office building; the entire lower floor being given up to that association. It was with the idea that this would be beneficial to the employees, of course. The town, in its incipiency, consisted entirely of the employees of the company, and, in fact, is almost so now, our business being the only industry there. Of course, there are stores and other business places, banks, etc., that have grown up as the needs of the community grew. My connection with the company dates about six years back, and shortly after that the question of social betterment work was quite largely discussed.

It became very evident at that time that the Young Men's Christian Association was not reaching our workmen; our clerks and foremen and higher grade of mechanics were reached pretty well, but the workmen were not reached at that time. It was considered unwise to make any change just then, but it was thought that a change in the personnel of the association's secretary might accomplish the result. This was done, and it did have some effect.

A secretary was installed who had had experience in social work, and he started in rather enthusiastically, but not entirely successfully. I know you will be interested in failures as well as successes, and I feel that this movement was in the nature of a failure. He was not entirely successful, and I attribute his lack of success largely to the fact that while he understood a certain amount of social work, he did not understand and know the employees, and, therefore, failed to reach them.

He was successful in stimulating interest in various things that were beneficial—the inauguration of certain clubs among the young people, and a certain amount of educational work, which has later developed very largely indeed. He left the secretaryship of the association about a year and a half ago, and the new secretary has taken hold and has been quite successful in developing the educational features of this work, reaching a larger number of the rank and file of the working men.

A Young Women's Christian Association has also been organized, and it has been quite successful among the girls, the membership already amounting to over ninety, although organized only about a year.

#### HOUSING OF EMPLOYEES.

The company built a great many houses in Wilmerding from the beginning, and that policy has been continued as the demand appeared. At first the houses were entirely detached frame buildings, and contained from five to seven rooms; they were not only rented to the employees, but sold to them whenever a purchaser could be found, the employees being encouraged to buy on easy terms and long periods of credit.

The growth of the business, however, demanded habitations that could be rented more cheaply than the detached houses, and within the last three years the company has built about one hundred and sixty houses, in addition to about two hundred erected prior to that time; and many of these are what are known as cottage flats.

These flats are built entirely of brick, contain three and four rooms, with all modern conveniences, even the three-

room flats having the bathroom with enameled bath-tub and open plumbing. Every attention has been given to sanitation. We are in the region of natural gas, and in erecting these flats the rooms are almost all fitted with an open grate, and have natural gas, so that they can be heated individually. They are all wired for electric light, which the employees can use, or they may use gas, as they choose. The gas is the cheaper and more generally used. These houses are also built in groups of two, double houses, containing about six rooms.

The three and four room flats rent for \$13 and \$14 a month, the double houses rent for \$18, and the single houses, having seven rooms each, rent for \$22. They are all of brick and fitted up with open plumbing and bathrooms. The single houses each contain a furnace in the cellar, a range in the kitchen, and the improvements in the other houses.

Three years ago we started to offer prizes for the improvement of the grounds to encourage the interest of the men in their homes. That has been continued ever since with beneficial results, the prize list being increased every year, and there has been a very manifest improvement in the appearance of the employees' grounds and houses.

#### BENEFIT ASSOCIATION.

Almost a year ago the matter of the relief of the men in case of sickness or accident, and even of death, was carefully considered. At that time we had an employees' benefit association, run by the employees, organized and managed by them. It did not seem to be very successful. Out of a maximum community of three thousand em-

ployees this association never succeeded in getting a membership of over five hundred. It was thought that the plan the employees had adopted was not the best one, and after a series of conferences between the officers of this association and the officers of the company, it was agreed that a plan for a beneficial association, outlined by the company, based largely upon other beneficial associations in railroad work, would be advantageous.

On a vote of the entire membership of the beneficial association it was agreed that the association managed by the men should be abandoned, and that the company should undertake the management of a new association. The new association was organized by the company and managed by an advisory board so called. It is run, as far as expenses of management are concerned, by the company, who pay all the expenses of its administration, and it is controlled by a board of governors or advisory board, on which are representatives of the company and representatives of the employees, all of whom are members of the beneficial association, and these each have the same vote.

The employees have the right to elect four officers of its advisory board, as it is called, and the company appoints four. The general manager of the company is ex-officio chairman. This new organization started last June, and by September had a membership of over fifteen hundred.

Membership is entirely voluntary; the employees are not compelled to join, and not even urged to do so, although the advantages of it are pretty clearly set forth. It has sick and accident benefits, and a small death benefit amounting to \$150, which the company duplicates, so



*No.*

*Description.*

71, 72, 73—Houses rented to employees in a large manufacturing community. These views show the result of offering prizes for beautifying the surroundings.

that the real death benefit to the beneficiary is three hundred dollars.

The administration of the work is carried on by a superintendent and a medical director, who is, of course, a doctor. The work of the association has been very successful so far, and is, I have reason to believe, entirely satisfactory to the men.

This is what has been done without undertaking any direct work by a "social secretary." There have been no especial improvements in the work, although the matter of serving luncheon has been very carefully considered, and has thus far been regarded as inexpedient.

#### SANITARY CONDITIONS OF WORK.

Of course, we have paid a great deal of attention to the proper ventilation of the works and the sanitary conditions under which the men work, have provided closets, washrooms, etc., and a means of furnishing circulating water cooled by artificial refrigeration in the summer. The source of supply is an artesian well dug on the premises. The water is put in a large tank, where the refrigeration is caused by means of an artificial ice plant, and it is circulated by a force pump throughout the works. The water is simply cooled by the pipes in the tank, there being no ice in it, and this cool water can be drawn after passing through a Pasteur filter.

MR. NAZRO: You spoke of mistakes made at the beginning, and as I remember it, you didn't tell us about them. How did the association secretary err?

MR. HERR: He didn't err so much as he didn't *know*. His experience was among the social settlements in Chi-

cago, and, of course, there he came in contact with a class of people very different from our employees, who are generally a pretty high class of men, and, of course, not by any means paupers, in financial distress, or anything of that sort; they are all pretty well to do. He didn't exactly understand how to get hold of those men, and we all realized very soon that the way he was going about it was rather detrimental than beneficial.

I was very much interested indeed in Miss Hirschler's talk, as it showed very clearly to me that the value of her work is, I believe, very largely enhanced through her intimate acquaintance with the problems entering into it, as a worker herself and working through all the different departments of the organization, so that she thoroughly appreciated the whole problem, and knew the employees and their needs. This man was a good man in an educational line, but he didn't understand the men or their needs, didn't know just how to take them, and in that part of the work he failed.

THE CHAIRMAN: Mr. O. F. Humphreys, of the Patton Paint Company, Milwaukee, Wis., and Newark, N. J., will be our next speaker.

MR. HUMPHREYS: The Patton Paint Company is not as old a representative of welfare work as some of the firms whose efforts have been presented here to-day, but it has carried out a number of betterment methods which have proved of great value.

## VALUE OF CLEANLINESS.

The materials used in the manufacture of our products being of such a nature, and the conditions of manufacture such as to render it extremely hard to keep the plant clean, and in addition to this the raw materials which go into the work being so expensive and so easily wasted, the amount of welfare work which has been done has not only greatly improved the appearance of the plant, but has actually shown a profit on the balance sheet.

This may be readily seen when it is realized that the men are working with pigments costing up to \$4.00 per pound, and with liquids some of which cost fully as much per gallon.

It will readily be seen that cleanliness is a vital feature in the showing of profits.

## FREE OVERALLS AND LAUNDRY.

At the start the company bought two suits of overalls for every man. These were sent out to a laundry to be washed, the company and men sharing equally the cost of washing. But the benefit both to the men and to the work was so quickly evident, that the company soon put in an outfit of laundry machinery, and now does the washing as well as buying the overalls for the men.

## JOINT EFFORTS OF COMPANY AND EMPLOYEES.

The point which has been of the greatest value to us, and is doubtless of the utmost interest to every firm starting on this line, is the possibility of helpful cooperation between the employees themselves as well as their cooperation with the company in its interest.

*No.*

*Description.*

24—Lunch room for women employees in a factory.

25—Lunch room for women employees in a factory.

26—Lunch room for women employees in a factory.

## LUNCH ROOM.

This was the reason for the next step of welfare work, which was the establishment in our Milwaukee plant of a lunch room, 50 by 90 feet in size, in which the men and girls have separate divisions, where we furnish free either coffee or tea, and on certain days of the week a large bowl of soup. The lunch room was established as the result of the initiative of the girls, who started in a small way among themselves, clubbing together and paying share and share alike for the tea or coffee, which they bought and made, up in their department, for their own lunches. The idea thus suggested was taken up by the firm, and carried out in connection with the employees.

## EMPLOYEES' LUNCH CLUB.

Thus at present we have not only the general lunch room, in which are served the articles provided by the company for all employees, but the employees themselves have a mutual association in the form of a lunch club, which is called the "Sun Proof Lunch Club." This club is self-supporting, has money in the treasury, and furnishes, through its own steward and officers, a lunch cooked in its own kitchen and served by its own employees, a very good dinner, for which I believe they charge \$1.00 a week.

## APPLICATION OF SELF-HELP.

In these as well as other lines we have found that the chief benefit both to the firm and to the employees is in helping them to help themselves. It is a maxim that what a man does for himself is worth four times as much

as anything done for him, and that every man is of value chiefly as he develops himself, and as he is allowed and helped to make the most of himself. This is what we have had in mind and have tried to carry out in all our welfare work.

#### FORCES FOR EDUCATION.

The Query Club is composed of employees who meet regularly on Tuesday evenings for what is entirely out of the line of social amusement and recreation, which takes so large a place in the interests of the average man outside of his work. This club has its own officers and committees, which appoint members to read papers of their own composition and to get up topics that are helpful in an educational way.

#### INSTRUCTION ABOUT MATERIALS.

The program is varied, in some cases the chemists of the company having been asked to give an evening to tests and experiments showing the properties and characteristics as well as value of the materials with which the men are working day by day. The Query Club has been a great success, educationally, among the employees, chiefly, we believe, because it was organized and is controlled by their own membership for the betterment of their capabilities as workers with a common interest.

#### A LIBRARY FOR WORKERS.

Another institution, equally successful along the same line, is the library or rather the station of the Public Library of Milwaukee, much the same as Miss Hirschler

has described to you in connection with the work in Boston. This is conducted by the employees as well. They have their own librarian and keep about five hundred books, which are renewed at intervals as required. The books are taken out on an average of about thirty per cent. of the total number.

We have come here rather to seek than to give information, for we have not yet gone far enough to make a distinct original contribution to the knowledge which you all have of this sort of work, and I suppose at the proper time we shall be given the privilege of asking the rest of you questions about what you are doing.

#### VOLUNTEER FIRE BRIGADE.

Among the organizations of our employees which have been of great value, commercially rather than in a social or educational way, are those of protection against fire. We have a large number of girls working in our color card department and about the building, and owing to the possible danger of fire and the difficulty of getting the girls safely out of the buildings, a fire brigade has been formed among the men. The officers are elected by the employees, and the organization has formulated rules, giving fire signals for every department in the various buildings, so that now when at any time a fire alarm is given or an accident occurs which might cause a panic the fire brigade is on the spot within forty to fifty seconds, and the entire force of girls is removed in a quiet and very orderly way, reaching the street within one and a quarter to one and a half minutes.



## WHY WELFARE WORK IS VALUABLE.

We believe that welfare work, that betterment methods pay, because cleanliness is a saving; the higher type of laborer or employee is a saving; and just as far as the employee can cooperate with the employer, so far the employment is raised to a plane where, not only the interest, but the desires and ambitions of both employer and employed harmonize and work toward one common end, which is their ultimate business success.

THE CHAIRMAN: We have with us Mr. J. E. Stevens, of the Ludlow Manufacturing Associates, and I will ask Mr. Charles W. Hubbard, Treasurer of the same concern, to tell us who he is.

MR. HUBBARD: Mr. Stevens is one of the nine trustees of the Associates, and is managing trustee in charge at the works.

MR. STEVENS: I did not come prepared to say a word, and had not the slightest intimation that I should be expected to do so, but I did come with the expectation that I should learn some things about the success of welfare work.

## CHARACTER OF FACTORY COMMUNITIES.

It is an unfortunate fact that, since the establishment of factory industries, a factory community has rarely held other than a low place in the public mind, and there is a sense in which from earlier times factory workers have been, so to speak, disclassed. When the great factory period burst upon English people, there had been

previous to that time only what we understand by domestic labor, and when machinery was first brought into use, and one discovery after another came into view with amazing rapidity—first the spinning jenny, then the loom, then the steam engine—the great difficulty came to be the procuring of help to run the machinery, and it was under the stress of necessity that people were brought to work in the factories.

#### THE FOREIGN ELEMENT.

It is practically the same to-day, and for that reason one of the unfortunate sides of the factory industry is this, that, except in our Southern States, Americans are not, as a rule, found working in our factories. Mr. Nazro, in speaking of the Plymouth Cordage Company, told you about a paper published in three different languages, and I don't know but that if he investigated further he would have to add to that number. We have in our employ nearly 2,000 people; of these some six to seven hundred are Poles, perhaps the same number are French, the rest being Scotch, Irish, German, or other nationalities.

#### MOTIVE OF WELFARE WORK.

We became interested in welfare work some twenty years ago. The expectation of profiting thereby was never in our minds, and is not to-day. We have the feeling that animates you all, and which was well expressed by a great statesman some years ago, that "As we are passing through this world just once, and shall never pass this way again, we should like to do what good we can as we pass along."

## CONSTRUCTION OF MILLS AND HOUSES.

When some thirty or more years ago we purchased the property where our mills are located, we became the possessors of many old houses and old-fashioned mill buildings, unsanitary, badly ventilated, and undesirable in every respect, and when a change became possible, I think we realized that if we were to help our people and encourage in them that most desirable instinct, that of self-respect, we ought to begin by showing that we respected them, and the first thing we realized was that in building houses which they would occupy as homes, or mills in which they would work, we should provide something more than a simple covering or roof that would protect them from the weather. That was the old-fashioned idea. It was followed in the old country, and formerly also in our own land, when the mill was the cheapest thing which could be put up to cover the machinery and the people who worked there; and, occasionally, you will find the same thing to-day. I have met manufacturers who openly avowed that they put into their buildings the smallest amount of money they possibly could.

## THE PROBLEM OF HOUSING.

Our first new work was the building of houses which were to become the homes of the people we expected to settle with us. We decided, as far as possible, to build single cottages, and to make them such as we should be willing to occupy ourselves. Some were built to plans of outside architects, and some to our own plans, but neither proved wholly satisfactory.

It seemed best to find out just what sort of homes the people wanted, and we resolved to make the attempt. So we would go to the wife of some worker who lived in a little cottage, and we would say, "What sort of a house would you like? And if you could build one yourself, how would you build it?" She would explain that she wanted her children around her where she could reach them quickly without making too many steps; then she had to cook, to wash, to iron, etc., and it would be a great advantage to her if while she was doing these things she could keep as near as possible to the stairs, so that if the baby cried it was not too many steps to the cradle. She would tell of the difficulties with the stove, and how far it was downstairs to the cellar where supplies were kept; and so, keeping all these things in view, fresh plans were made, and then we found we had got a cottage that no one very much wanted to live in. Indeed, it became increasingly clear, and it is true of most of us, whether we work in a mill and live in a cottage or do something different and live another way, we are not at all sure what we want until we have got it, and then we can usually show why we don't want it, and this is just about what happened in regard to our first new cottages.

So we tried a different plan. We imagined ourselves in the position of the mill worker's wife, and tried to think out the sort of surrounding that would best suit us if we had to wash and iron and cook and bake and care for the children and receive the wives of all the neighbors with the least possible inconvenience. We knew already quite well that human nature is much the same in every walk of life, and that those who work in mills have just the same sentiments as the rest of us

*No.*

*Description.*

41—Houses rented to employees by the company.

42—Property outside the company's control.

have. When they received their guests they did not want to take them through the kitchen to reach the parlor; they preferred a front room or reception-room accessible from the front door, just as you and I do. Why not?

We had to consider all these sentiments and provide all these things, and we began to plan houses on these lines. Then we had to remember that if we worked in the mill we should have to do all the things we spoke of, to keep house and bring up a family, and keep the house warm, and all that on a very small sum, say two or three dollars a day, or in many cases less than that. If you put yourselves in that position and imagine how it could be done, you will have an interesting problem to keep you occupied for quite a few hours.

I am glad to say that we finally succeeded in planning cottages that proved very satisfactory, and make very attractive homes for those who occupy them.

In regard to the very interesting account of my friend from Wilmerding, may I say just a word about the rents for our cottages? These have been gradually improved in the way I have indicated, and that without adding much to the rent—a thing that we felt was not to be thought of. Our favorite cottage has six rooms; three rooms downstairs, with a large pantry and shed adjoining, in which can be kept bicycles, the perambulator, wash tubs, or other essentials of family life, without burdening the kitchen and without carrying them up and downstairs. There is a reception-room opening from the front hall and a dining-room next. It is gratifying to see how attractive these little homes can be made. Upstairs there are three bedrooms, also a bathroom, which is the same as you have heard described by others here

to-day, with open plumbing, and just as good as any I know of, with every sanitary essential, but, of course, with an utter absence of anything palatial or ornamental. Everything is quite plain. Our rent for such a cottage is \$7.50 per month, the water, which is a city service, being extra.

We own in our town something more than a thousand acres of land, and we own also nearly all the buildings and even the church, but with all this room a little economy in space is sometimes necessary. Accordingly, on the leading street in our village, which is usually more popular than the rest, because it is the leading street (for in these matters factory people are just like all other people, and have the same sentiments as you and I have), we knew that the main avenue of the town would be the most attractive to live on; so we thought we must use space there more closely than in the somewhat extravagant manner of having large lots with small cottages. We decided, therefore, to build some modern blocks, containing small apartments—such as are found in the best avenues of all cities, except that, of course, ours would be more modest and simple in every way. Strange to say, this venture has not been successful at all so far, since no one apparently wants to live in a block, no matter how modern or well contrived. Cottages have had their educational value, and all prefer to live in separate houses; indeed, many express themselves as unwilling to live in any other way. Yet they would occasionally leave us and pass on to villages near by in which there were nothing but tenements of a more or less sorry order, and they would live in those tenements without complaint; but they were not willing to

live with us unless they could live in a separate cottage home. You see they had in a way established a sentiment about what constitutes a desirable home, and there is a vast deal of sentiment in the lives of all people which we do not always discover until we get into their way of thinking, that is, until we put ourselves in their places, and it is only by doing this that we can learn how to deal equitably and successfully with other people.

#### THE LIBRARY.

We have in our village for the use of our people a most attractive library building (presented to the town by the family of our late Treasurer) equipped with a library of about 5,000 modern books, and having a most comfortable reading-room well supplied with the popular literature of the day. But this library and reading-room, we are free to confess, have not met with such general and widespread patronage from our people as we hoped would be the case. Some of our philanthropists seem to think that the whole race is going to be saved and regenerated by books, but it would be easy to prove by the mouths of as many thousands of factory workers as you choose, and other people, too, that they don't want to be regenerated that way, and that whatever they want they don't want books, or if they do, they will gladly provide their own. They all know quite well that in these days books are cheaper than anything else on earth, except advice, and that they can give quite as well as take. While, therefore, our library is excellent in every way, the number of people who make use of it is the one disappointing feature. The reading-room, as I have stated,



*No.*

*Description.*

39—A tenement house outside the company's control.

40—A tenement house owned by the company. Apartments are rented to employees.

is comfortable and attractive, the tables well supplied with modern journals and magazines, yet out of some 2,000 workers, which means, perhaps, some 5,000 residents, it is a rare thing to find more than twenty or twenty-five people in the reading-room. The only reason seems to be that reading is not the thing they most want, and books have not in their eyes that attractiveness which makes them want them much of the time. The reasons for all this I have not discovered, but I hope before I leave this room to-day some of you will tell me how the love of books is to be inspired.

I realize that good books will help every one, but it remains true that the popular taste seems to be more in the line of cheap newspapers than good books. Of these cheap newspapers we get an ample supply every day from New York. They tell us daily, in glaring print, of many wonderful things, most of which apparently never happen. It is true, a good many people use our library. It is a pleasure to see them there, yet it is true they were not the people whom we thought of when the library was built. It is just the same right here in New York City. There is the Mills Hotel, a most excellent hotel. It was built for the indigent and impoverished, who needed just such accommodation, but it was almost immediately taken possession of by people who had been paying three and four times the prices charged there. It has been used little or not at all by the impecunious of the community for whom it was originally built. That is a common experience in most of the things that are done with the view of meeting the needs of other people. I rarely take a good book out of our library the leaves of which are cut, even though it may

have been there six or seven years. We take newspapers in the different languages, but apparently no one reads them. The papers in the Polish language I certainly don't read, and I know the Polish people do not, because they do not come there. We would not dispense with the library for anything; undoubtedly it has done great good. But we feel it ought to have done and would do much more if those who would be most helped by it could be interested.

#### EFFORTS FOR RECREATION.

Of the things we have undertaken, that which has succeeded best is the men's gymnasium. This is entirely self-supporting. We started this men's club in a small way, simply furnishing the room, the light, and the heat. We got the men to manage it themselves from the start. They established their own working committees, and have managed their own affairs ever since. It has been a success financially also, and beyond what I have stated, we have not been called on to contribute anything for several years. Of course, certain members get dissatisfied with certain things part of the time; they elect their own committees, and occasionally will complain of what their committees do. Sometimes this arises from the fact that as there is administrative work to do, and everybody can't do it, it ends in their electing committees having executive positions in the mill. This leads some of the men to think it is too much like "more mill." Once, when this dissatisfaction came to our knowledge, we offered to make the rule that no one holding an executive position in the mill should be permitted to work

on any of the men's club committees. But that was not wanted, because it was felt that it would hurt, and not help, the club to rule out the men who had the best ability for managing it. But these little matters are gradually righting themselves, and I think the club was never more successful than it is to-day.

#### AN ATHLETIC FIELD.

The company has quite recently laid out a large athletic field. This contains a quarter-mile running track and ample room for football, baseball, cricket, and all other outdoor sports. The grounds are fenced in, so that an admission fee can be charged when games are played. We used these grounds for the first time last fall. They have been put under the management of the men's athletic committee, and I think these grounds are going to be very greatly appreciated, and will do very much to help us to establish manly athletic sports with all the vulgar features ruled out.

#### THE RESTAURANT.

Last year we opened a restaurant, and I imagine it is much like the one Mr. Nazro described. It is fitted in a simple but thoroughly comfortable manner, and to insure satisfactory cooking a good chef and a professional baker were engaged. We knew the prices had to be exceedingly low, and we started with the idea of running without waiters, and requiring every one to go to the counter for what they might wish to eat, just as is done in the popular cheap lunch rooms in all cities. Strange to say, this did not seem to work. I don't quite

understand why. Perhaps Mr. Nazro can tell us. A couple of years ago I visited one of the immense working people's homes in the East End of London, and the restaurant was run, and successfully, on those lines, but it failed to work well with us. So we secured girls to wait on table, and have kept this up ever since. A substantial but plain dinner is prepared every day, consisting of soups, roasts, side dishes, ample supply of vegetables, with pie or pudding, and tea, coffee, or milk, the whole dinner for fifteen cents. This seemed reasonable enough, and I think every one is ready to admit that it is reasonable. Nevertheless we can hardly feel it is a success, because the great masses of the people for whom we intended it have never come there. We don't exactly know why, but probably we shall some day. One day a man came to me and asked to have a house in the village (he was living a mile or two away). He said it was too far to go home to dinner, and he was tired of eating cold lunches. I asked him, just out of curiosity, "Why don't you go to the restaurant and get a hot dinner for fifteen cents?" He said it was too much, as he had to look at every cent. I doubt if he had really figured out the gain or loss. Still, it certainly remains true that most of our men who live at a distance will rather stay in the mill and eat a cold lunch than go to the restaurant for a hot dinner.

#### CONFERENCE ADJOURNED TO 2.30 P. M.

#### AFTERNOON SESSION.

MR. STEVENS: I was speaking of the restaurant and those things which have been failures concerning it. To prevent misapprehension, I ought to add that in addition

to a fixed dinner at a regular price, all sorts of other things are served at all hours at equally low prices. Any one who does not desire to spend fifteen cents for a full dinner, may spend five or six cents or more, just as the case may be. All the prices are reasonable, and it does not seem possible that the lack of success can be because of the cost.

Another thing that has been only partially successful in connection with the restaurant has been the selling of bread, cakes, and cooked food to the people. All these are sold at very low rates, but the amount of patronage has been small, and there again the patronage has not come from those whom we most wanted to reach. Many people find it is more economical to come there and get things than to cook them in their own homes, but they, of course, are amply able to take care of themselves. It is often a great convenience to the ladies of the village to get things at the restaurant rather than bother with them at their own homes. In my own home, for instance, we have almost ceased to bake bread, because the restaurant bread is better than we can bake, and we save all the trouble. But the ones whom it was designed to reach, the masses of the working people, many of whom do not know what good, wholesome food is—these people we do not seem to reach, and I don't quite know why. I fancy, however, that one of the reasons is that at the restaurant no credit is given, the reason being that we want to emphasize the advantage of getting things good at low cost, provided they are bought for cash. But here we can hardly feel that we have succeeded. The people will still buy inferior bread and cakes and things of that character at higher prices where

they can be credited, and everything put down in a book, instead of paying at the time purchases are made.

#### CREDIT SYSTEM A CURSE.

We should emphatically say, from all our experience with factory life, that one of the greatest curses to the working people is the continually extended system of credits, which now go in certain stores and with certain dealers, with almost everything. In addition to the restaurant, we established a store, supplying furniture, stoves, and such things at exceedingly low prices, and also for cash, except to new comers without much money. These we wanted to help establish their homes economically, without falling into the hands of the greedy instalment houses. We have met just the same difficulty as in the restaurant. Nearly every one wants to buy on credit. Even some who have been with us many years and earn good wages can not be led to see the advantage of low prices and cash payments. They want the low prices provided they can have the credit too, but a combination of low prices and cash payments does not commend itself. Of course, there are some very pleasing exceptions to this statement, and as time goes on the lesson we want to teach may be ultimately learned. If any one has succeeded on these lines, that is, the breaking up of credit systems and establishing cash payments, we would like to know how to do it.

#### SPECIAL INSTRUCTION FOR GIRLS.

Just a word about the girls' institute. This was started two years ago. We fitted a complete building, which had been our old office, for the use of the girls; furnished

it comfortably and attractively, engaged a secretary and invited the girls to come in. We have had successful classes in cooking, sewing, and dressmaking; but much more successful than these have been the classes in physical culture, leading to athletic sports for girls, such as basket ball, etc. In this they have taken great interest, and it is wonderful how proficient they have become. The institute now numbers about seventy members. They elect their own officers and manage their own affairs on much the same pattern as the men's club, only, being much more recent, it is not just as firmly established; still we believe it is doing much good, and we hope will do a great deal more.

In conclusion, I want to refer to one other subject, and ask for information. My friend, Mr. Herr, spoke of it, that is, he spoke of the work done under the auspices of the Young Men's Christian Association, and then I understood him to say that they had changed that. We all recognize that in this welfare work we want managers or secretaries. In our case we need two, one for the men and one for the women. Now, has any one found it to be the most successful way of attaining success to turn the work over to the Young Men's Christian Association and hire their trained secretaries to do the work, having the whole work carried on under the system which they have adopted? If that method has proved a general success, I should like exceedingly to hear it.

THE CHAIRMAN: We would be glad to hear from Mr. C. C. Michener, Secretary of the Industrial Department of the International Committee of the Young Men's Christian Association, New York City, on that subject.



*No.* *Description.*

64—Men's library.

65—Men's pool room.

MR. MICHENER: It is impossible to make any statement about the Young Men's Christian Association that has been working with workingmen for fifty years and do it in five minutes. This movement is well adapted to the various classes of men throughout the country, whether it be among men of commercial pursuits, college students, the army and navy, or of the railroad centers. It has adapted itself to all the various classes of men. It is not what I may say about it that will decide here whether it is worthy, but its history is open for the investigation and study of those who care to look into it. It is the results which will decide any kind of welfare work. It is facts and successes, not theories, that we are looking for.

The statements made this morning about a variety of experiences are very familiar to those of us in Association work. Take the work of the railroad department: The railroad companies attempted all kinds of clubs and all sorts of organizations. They have practically stopped this now, and these clubs have gone out of existence. In the same buildings where this work was attempted by the railroad companies it has been taken up by the Associations. The railroad companies have spent over five millions in the past few years on this work. It is not confined now to railroad men, but is being extended and carried on in manufacturing establishments.

Reference was made to the Westinghouse Air Brake Company this morning. I wish Mr. Herr were here, as I would like to have him verify what I will say. He has told me in his own office that he was surprised that so much work could be done, because this work in Wilmerding

is carried on in the office building constructed for the company's use. The building was erected for offices and not for association work. The work has grown so that to its quarters in the office building there have been added four rooms in the High School building near by. This Association started a woman's club, which has developed into a Young Women's Christian Association. Our method of work is to start with the man. It is often said, start with the homes. That sounds well; you get the women and children. If you start with the man, you get the home, and you get the women and children also. The first method leaves the man out almost entirely, and does not touch the man in the factory. The situation at Wilmerding, I think, is worth a comparison with the Carnegie Club at Braddock, five miles away. The Westinghouse Association has no building adapted to the work. The company employs three thousand men, half of whom are non-residents. The annual expenses of the Westinghouse Association are \$5,000. The Carnegie Club, five miles away, in a community of 11,000 men, with a building that cost \$350,000, equipped for the special work undertaken, has a maintenance fund of \$600,000, bringing in an annual income, together with other resources, of \$30,000 with which to pay the expenses. There has been only one feature in which the work is larger than that of the Westinghouse Air Brake Company, and that is the number of books drawn from the library. The Association has almost twice as many in educational classes. Every feature is larger on a \$5,000 expenditure.

I know some of you will differ with me in the statement I am now going to make. The secret of success of the Young Men's Christian Association is its religious

work. Most people in their efforts in behalf of the workingman take it for granted that the religious work is to be left out. I am unable to understand why a man who works with his hands is any less religious than a man who works with his head. We find the religious side of our work appeals to all denominations. We have been trying to develop shop Bible classes, and on November 1 last we had 175 manufacturing establishments in 115 cities in North America, with an average weekly attendance of 25,000 workingmen at the noon and midnight shop Bible classes. The easiest thing we are doing is to get workingmen to respond to the religious appeal.

MR. PATTERSON: Is it so much the religion, or is it not the way you take the problem up with the men, and that you do not have the company do these things for them? Does the initiative come from the men?

MR. MICHENER: The initiative of this work comes from the men. What the company does is merely to assist the men in carrying on certain work among themselves. But we have had a number of places where they have had all that without the religious side.

MR. PATTERSON: Doesn't the initiative in that case come from the employer's side?

MR. MICHENER: No; from the men. In other words, the merely attempting to do a few specific things for the workingman does not give him a higher motive. That is not enough to keep a man continuously a member of any such organization. He must have a motive that will help him to help some other man; and on the basis of self-sacrifice and of doing something for the other fellow, which is the center of the religious motive, it makes the work succeed. I don't believe it is possible,

regardless of plan, to succeed, and continue in that success—I am speaking about workingmen only—without having an unselfish ideal back of what is done.

MR. PATTERSON: To what extent in your work does the religious feature go?

MR. MICHENER: All these questions I will refer to Mr. Warburton, Secretary New York Central Department, and Mr. Dudley, Secretary of the Brooklyn Rapid Transit Department. They can answer that question in a word.

Upon request from them, Mr. Charles R. Towson, General Secretary of the Pennsylvania Railroad Branch, Young Men's Christian Association, Philadelphia, Pa., replied to Mr. Patterson's question.

MR. TOWSON: We recognize that there is no objective higher than the *whole* man. Our Association work in all of its departments has regard to the fact that a man is a living soul—for this life and the life to come. We do not project our religious methods into our work in such a way as to repel any man. In the Young Men's Christian Association which I represent we have hundreds of Roman Catholics. The chairman of one of our committees is a Roman Catholic. Last month we had 5,000 railroad men and their families in attendance upon our religious work, including the meetings of our Bible classes, there being between 700 and 1,000 in attendance at the Bible classes. That is only part of the work, and hundreds of the men never go near the religious meetings. The point we recognize is that the force that makes our Association work continuous and successful is this underlying religious motive.

Q. What proportion of the employees do you reach?

MR. TOWSON: We are in Philadelphia—I can't say definitely. I don't know how many employees are in our immediate vicinity, but in the entire city we estimate there are ten thousand employees. We have 2,500 on our membership rolls. There are seventeen Associations on the Pennsylvania lines east of Pittsburg.

Q. How do you reach the Poles and other people of that class?

MR. TOWSON: "We count not ourselves to have apprehended," but we have felt seriously our responsibility for the Italians (of whom we have many on the road who do not speak a word of the English language), and we have now in our religious work department a committee whose business is to investigate and find out just how we can get at the needs of these Italians and help them.

MR. MICHENER: Senator Proctor, of Proctor, Vermont, has a large number of foreigners working in his marble quarries, and one of the features introduced is to provide these non-English speaking people with an opportunity to study the English language, as soon as they can read, to get them to study the rudiments of American freedom and civil government, and thus attempt to get these men to become intelligent American citizens, instead of having nothing done for them.

MR. KRUMBHAAR: This meeting was called to discuss the question of the betterment of men in the factory, and the improvement of the conditions surrounding, in the factory itself and in their homes. Some little time ago the Young Men's Christian Association made to the Solvay Process Company the proposition that they (the Young Men's Christian Association) should take over

all our welfare work. But we decided that this would not be a good thing to do, mainly because it would relieve us of the entire responsibility of our workmen. Would the ordinary manufacturer, if he handed over all the welfare work to some one else, be inclined to follow that other man's suggestions, and run his factory upon the lines dictated by some outsider, rather than do it himself, and would the result justify his relieving himself of all responsibility? I do not wish to find fault with the Young Men's Christian Association, and I wish to testify here to the value of their work. It is a great work, and they have accomplished a vast amount of good. Their plan may be very successful with a great railroad, but in a compact plant like ours, for instance, I, for one, do not think it would work well.

MR. MICHENER: I think the experience of the Proctor Marble Company, the Westinghouse Air Brake Company, the Lorain Steel Company, the Pearl River Lumber Company, and several equally important establishments is evidence that it does not decrease the responsibility of the employer, but rather increases it. It does not take from him the interest which he has in his men, but rather increases it, because of the more intelligent development of things from the standpoint of a trained secretary who knows his business. If you noticed Mr. Herr this morning, you will remember that he said their first secretary was a man from a social settlement who did not understand the problem. He was not trained in Association work. That is the point of it—that he was not trained. We have two training schools in which we have from 100 to 200 men, many of them working men, who

are studying the work for the purpose of taking up the secretaryships in these factories.

I saw a place the other day where they were serving coffee for nothing, and I found a man who was not drinking the coffee, and I said: "Why don't you drink it? Don't you like it?" He answered: "Of course I do." I said: "Well, why don't you drink it?" Said the man: "No; if I drink a cup or two of coffee my employer thinks I will do seventeen cents' worth of work more than if I didn't drink it, and the company gets the benefit, and I don't propose that they will get ahead of me that way."

Q. How would you bring about a better understanding by your methods, between employee and employer?

MR. MICHENER: By getting the men to want certain things, and getting the employer to respond to the men's appeal, and in helping them to provide the things they want.

Q. It would be through the medium of a third party, but it would not bring them closer together.

MR. MICHENER: The secretary may be a third party in starting the work, but the Association is composed of the people of the community, both employer and employee. It is self-governing, and is entirely within the plant, and not something outside.

MISS BEEKS: One of the greatest difficulties is to procure the right persons to promote welfare work in the factories. Are the students in your training schools receiving any special training other than that required for your regular Association secretaryships?

MR. MICHENER: We are now planning a special course where men are going to be trained in this particular work.



MISS BEEKS: Who are the instructors? What training and experience have they had?

MR. MICHENER: We get the railroad secretaries to go there; we get factory men themselves; employers; we have to get secretaries who have had industrial problems, who have had experience, in addition to other men who have had a general experience.

MR. EASLEY: And you know of no company that is doing this work with other than Y. M. C. A. methods which has been successful? Do you mean to imply that welfare work can not be successfully promoted in any other way? I infer this from what you said with reference to its being the religious motive which makes the work succeed.

MR. MICHENER: I think pretty generally that is true. I have been studying this problem for a number of years, and in places where this work has been done by the company I have yet to find one instance where the men themselves are satisfied with what the company is doing, and in most of the places, in confidence, the management have told me, in their private offices, that it was not working the way they had hoped. I have been to some of the factories represented here this afternoon, and have talked with the workingmen themselves, and know how they feel. I would not be bigoted enough, I hope, to say that the only method of doing this work is that of the Young Men's Christian Association, nor so one-sided as to say that we are saying the final word on this industrial work, nor to say that the Association can do all of it. There is a great deal of betterment work the Association can never take hold of.

MRS. WHEELER: Do you think with the methods which

social secretaries employ that they can not do this work just as well as it can be done through the medium of the Young Men's Christian Association?

MR. MICHENER: I can only answer that from my experience, and that is that the secretary that represents the company as an employee of the company is put on a wrong basis with the majority of the employees. They look upon that secretary as an employee of the company, rather than their own employee. Now, I know I am saying some things which you, probably, do not agree with, but I am speaking entirely from the standpoint of our knowledge of the statements of individuals, individual working people, as to what they think about this kind of thing.

MISS HIRSCHLER: Aren't all these Y. M. C. A. secretaries paid by the employers? Are they not paid officials, and do not the railways provide the rooms and the buildings?

MR. MICHENER: I suppose if you take it from a technical standpoint, in some cases that is true, but whatever the railroad company does, is done as a contribution to the Association, the association of employees, and they spend it. Their board of directors distribute it for the different expenses, and they decide what salary the secretary shall receive, and secure him. The board of directors of the Association controls that and not the company. Whatever the company gives is simply a subscription to the work which the men carry on and manage.

Q. Take the case of a small village, where there are different denominations, don't you think the religious instruction you claim to give them would be given equally

well by the Social Secretary of the corporation working in harmony with the priests of the different sects, each helping its own people?

MR. MICHENER: Experience answers that. We have found that it assists materially the priests and pastors in this kind of work, because of what the Association secretary does. Whether or not we might do certain things I do not know. I only know what has been done.

MISS BEEKS: Are there any manufacturing establishments outside of the Westinghouse Company where you have taken up the work?

MR. MICHENER: Yes; the Vermont Marble Company.

MISS BEEKS: You have entire charge of the work for the company?

MR. MICHENER: At Proctor, Vt., yes; the whole thing except the hospital.

MISS BEEKS: Not the entire work of the company—just the outside club work?

MR. MICHENER: We have the whole work for the men in that establishment. There is also a library and a hospital in the community. I don't know of any other work.

MISS BEEKS: I am only getting at the question which Mr. Stevens asked some time ago. Is it better for the Young Men's Christian Association to take entire charge of the work or not? and, as I understand it, you have not quite developed that point.

MR. MICHENER: If it comes to the matter of factory construction, I am not sure that the Association wants to, or ought to, go into it.

MISS BEEKS: It is, then, a question of what welfare work is—what is involved in welfare work?

MR. MICHENER: Yes; I think so.

MR. WARBURTON: Will you let me suggest from experience how the thing works? At the railroad branch, where Mr. Vanderbilt was very much interested, the officials and the men meet constantly in committee and at social meetings, etc. The Association is made up of employees of the company from the president down, each man paying his dues, so that Mr. Depew is treated just like the brakeman who works under him in our organization. I should be very sorry, and I am sure Mr. Michener would be also, if any one should get the impression that the Young Men's Christian Association imagines that it has discovered the only way out of the difficulty. We think in railroad work that we have been as successful as anybody else, perhaps a little more. That is as far as I should like to go.

Q. I wanted to ask the last speaker what proportion of the total number of employees they get hold of?

MR. WARBURTON: We have a membership in New York now, in the railroad branch, of 3,000 men. I suppose there are in the neighborhood of 8,000 men working for the companies that are affiliated with us. We do not admit employees who are not connected with companies that do not contribute toward our maintenance.

MR. MICHENER: At Proctor they have about 900 men employed, and about 600 are members of the Y. M. C. A. That covers men of fifteen denominations and nineteen nationalities; the Westinghouse Air Brake Company, Lorain Steel Company, now National Tube Works (where they have a \$40,000 building and are planning for a much larger one), the Pearl River Lumber Company, and several others, where there are associations. These are

all doing work satisfactory to the employers and employees.

Another statement I would like to make is this: That we have no bone to pick with any one. I think there is danger of the two movements represented here crossing tracks, and of saying things about each other which we do not need to say. I think, so far as I am able to judge by the statements made here this morning, that most of the things that were talked about were not the things which the Young Men's Christian Association has been attempting to do. You have, according to the statements made, been dealing largely with factory construction, and sanitation, and other things of that character, which take in the whole community. Our work is directly for the man and his needs, and the building up of the work for the man himself, the working man as an individual, without attempting to go into a lot of other things which belong to the policy of the company itself in the way of construction, sanitation, arbitration, and other things.

MR. W. A. RYAN (Head of the Welfare Department of the National Cash Register Company): You say your work is different, but, nevertheless, you take jurisdiction of libraries, dining-rooms, recreative clubs, and industrial classes. Do you not? Do you inaugurate and maintain those under your secretaries?

MR. MICHENER: The Association takes the whole man—the educational features, which include practical talks, libraries, reading-rooms, night classes, etc. There is the social side, which takes charge of social entertainments and certain amusements—billiards, etc. There is another side which takes the gymnasium, with the bowling alleys and the baseball teams, and the one which takes the re-

ligious work, the Bible classes and men's meetings, and other things in that line.

MR. RYAN: Does it take into consideration the inauguration or institution of lunch systems?

MR. MICHENER: Sometimes it does, when the men desire it.

MR. RYAN: This contribution that these firms make to this employees' Association (Y. M. C. A.), there is no secrecy about that? Every employee knows that the firm he is working for, which firm has a representative of the Y. M. C. A. doing the work, makes this contribution?

MR. MICHENER: Yes.

MR. RYAN: How, then, do you explain the non-antagonism which the employee has to the firm which contributes to the Y. M. C. A., as compared with the antagonism with which he seems to be inspired when the company does it itself?

MR. MICHENER: As a rule the employer concludes some day to build something, such as a gymnasium or library, which he thinks will meet the needs of the community. That building is built, and thrown open to the employees, usually without cost. As the scheme of the company, it comes from the company's offices, they build the building, they plan the work, they manage it and pay the bills. That is one way. The other way the employees originate it. They meet together and conclude that they would like to have some of the same things, perhaps, that would be in this building which the company would provide for the employees; but in this case the employees ask the company to help them build a place for their work, which the company gives outright to this employees' organization. In the first place, the title is held by the company;

in the second place it is held entirely by the organization, or is leased to them for a long term of years.

MR. RYAN: These people make these requests at the instigation of the secretary?

MR. MICHENER: Sometimes they do; sometimes they do not.

MR. RYAN: In the majority of cases they do?

MR. MICHENER: Yes.

MR. RYAN: The secretary forms the association or club in the first place, or is instrumental in it?

MR. MICHENER: Yes; certainly.

MR. RYAN: He is instrumental, and it is through his suggestion or his outlining the need of these things that this organization comes to the employer and asks for them?

MR. MICHENER: It comes from the men to the employer.

MR. RYAN: From the organization formed by the men?

MR. Warburton: I think it would be fairer to say that both are interested. Sometimes the men who want to do this thing are talked with. I think Mr. Michener would not say that any particular method was always followed, but that by talking with representatives of one side and then with representatives of the other, some ideas can be collected.

MR. PATTERSON: But, are the ideas principally given by this third party? That is the question.

MR. Warburton: I am not answering Mr. Michener's question. That is the way we explain the doing away of this antagonism.

MR. MICHENER: All I can say is that it does it.

MR. PATTERSON: Does it always do it?

MR. MICHENER: I don't know of any case where it has not.

MR. RYAN: I do not criticize the Young Men's Christian Association because I represent a firm which does not employ that method, but I want to get at its method. If the Association can get rid of this antagonism entirely, it has the best method.

MR. MICHENER: I do not think we can make any such claim. It would be folly for us to take any such position, regardless of the method. Our method, I think, as it has worked, has had less difficulty in dealing with the problem, that is all.

MR. EASLEY: Mr. Chairman, there is danger of this discussion becoming acrimonious and resolving itself into a controversy over the work of the Y. M. C. A. Mr. Michener should not be forced to defend that Association against adverse criticism, and I would suggest that we confine ourselves to subjects strictly germane to the purpose for which we came together.

MR. Warburton: I think the Association would merely say this: It is a principle in such work that cooperation should be employed, and the more general that cooperation can be, the better the results will be. I think almost all of us will agree to that.

MR. MICHENER: I was in a community the other day where the company had just completed a beautiful \$40,000 memorial library building, with a fine equipment, for the use of the men. I was invited by the management of that company to look into the situation that existed there. I found a movement on foot among the employees for the erection of an \$8,000 building which would give these same benefits and which they could run themselves.



MR. PATTERSON: We have had failures in this kind of work, and among them we considered that of the Young Men's Christian Association was one of the worst; and we decided not to have any religious element enter into our welfare work. From a conversation with Mr. Michener some time ago, I learned a great deal that was very valuable, indeed. The idea of the Y. M. C. A. is this: To put a man at the head who is well trained in that kind of work and knows what to do and what not to do, and who does not endeavor to force the men to do certain things, but to stimulate the desire for them and have the men make the suggestion and do it from their own standpoint. Instead of having a Y. M. C. A. secretary, we have a man who came to us from Marshall Field's, in Chicago, who is an employee and goes among the employees a great deal. We are here to find out what modifications of our general plan we can find. But I doubt very much whether it is the religious element that produces the effect. I think it is the organization of the Y. M. C. A., the good men and the practical men at the head of it.

MR. DUDLEY: I want to say one word in regard to the religious part of our work. There seems to be in some minds the thought that it is detrimental, and is antagonized sometimes on the part of the men themselves. We organized a Young Men's Christian Association a few months ago among the Brooklyn Rapid Transit Railroad men. We have had a number of entertainments there, and the members were out in large numbers. It was with a great deal of fear that we undertook religious work. One of the largest audiences of railroad people that we have had in our new building was at a religious meeting

on a Sunday afternoon, and I don't believe there was heartier or more enthusiastic singing in any church in the city of Brooklyn than came from those railroad men at their first religious meeting; and they have requested that we repeat them. The demand is in the hearts and minds of the working people to-day as much as it is in the hearts and minds of those who are better off in the world.

MR. PATTERSON: I admire the Y. M. C. A. All welfare work is religion. We had a woman in charge of our welfare work who started with a Sunday school of sixty and reached six hundred, and ran it until the strike occurred. But, whether you have a Y. M. C. A. man or have a Methodist or some one else in charge of the work, I think it all depends on the practical business management of the person in charge, and his ability to get the men to do things that are apparently initiated among the men themselves.

MR. KRUMBHAAR: I think we are getting into too much of a discussion of the Y. M. C. A. I think we ought to go back to the subject with which we started. During the luncheon hour some of us had a little talk, and we have questions to ask each other with reference to welfare work. I think it would be better to drop this discussion that we have gotten into, and go back to our original purpose of trying to find out the best thing to do and how to do it.

MR. HUMPHREYS: I will suggest that further discussion be on the basis of something to be agreed upon, not necessarily what I suggest here, but something like it; so that each member shall be called upon to offer his ideas about different topics of welfare work, such as, for instance, the following: Factory construction, sanitation, consultation between employer and employee, methods of

arbitration, initiative of all work, whether the initiative comes through the employer or employe, and the matter of recreation and other social interests. I would like to limit our discussion to something that is tangible and in which the employer is interested as well as the factory operative.

(Mr. Vreeland takes the chair.)

MR. VREELAND: Unfortunately, my absence for a few hours has placed me at a disadvantage. In fact, I am as completely at sea as the gentlemen who have been speaking. We do not seem to be talking about the objects for which this meeting was called, and I think the suggestion of Mr. Humphreys a very good one at this time. I will ask Mr. John F. P. Lawton, of the Gorham Manufacturing Company, to speak along that line.

X MR. LAWTON: The Gorham Manufacturing Company is a comparatively old corporation, having been established in 1831. Until 1891 we were located in the very heart of the city and had grown to occupy an entire block. The location admitted of no further extension, and—fortunately, I may say—we were forced to choose a new site, which afforded the space for our casino, which I shall describe in the course of my remarks.

#### WHY THE CASINO WAS ERECTED.

The initiative for what you appropriately term “welfare work” came from the president of our company, not from the employees. Our employees are an exceptionally high class of men and their wages run from \$3 a week for boys to \$100 or more a week for the higher grades of

skilled labor. They are an intelligent class of men, are well to do, and many of them own homesteads. While a large portion of them have time to go to their homes at noon, there are many who can not do so, and have been accustomed to either bring their lunches, or buy indigestible food from lunch carts, which found it profitable to come regularly to the works. These lunches the men ~~would eat~~ in the workrooms. We insisted that mainly for their own good ~~they~~ they should get a change of air at noon. This was the incentive for ~~erecting a new building~~. Our president offered to give the building if the company would equip it. This was done at an expenditure of upward of \$20,000—about equally divided between costs of building and equipment.\*

#### HOW SUSPICION WAS ALLAYED.

When we got pretty well along with the building, I noticed that the men took very little interest in it. I asked a number of them about it, and found they were a little suspicious. We couldn't seem to convince them that the company did not have some ulterior motive. We waited until the structure was completed, then we appointed a committee, part of it from the office, but the larger portion from the employees, for the purpose of holding conferences to determine how this work was to be carried on and to bring out suggestions, etc.

\* The casino, as we call it (for want of a more appropriate name), has a frontage of 78 feet and a depth of 35 feet, while the rear extension has a length of 43 feet and a width of 35 feet. At the front of the building is a broad veranda which extends the entire length. At the rear of the building there are two verandas. The main entrance is at the front and leads direct into the main dining-room. There is also an entrance on the side facing the works, as well as entrances leading from the several verandas.

## AN OPENING ENTERTAINMENT.

That smoothed the way a great deal, and when the time came to have a formal opening—May 1, 1899—the building, brilliantly lighted, was thrown open and the workmen, who had been invited to bring their families, responded enthusiastically; if they hadn't gone in one door and come out the other, they couldn't all have gotten in, the attendance was so large. I watched them intently and saw that good feeling was growing, and I said to one or two: "We will have a dance, if you care to." They said: "You don't allow dancing, do you?" They were well pleased with the idea, but one didn't want to start unless another would. However, after a little while, as we had an orchestra there, they did begin, and they had quite a pleasant entertainment that lasted pretty well into the evening.

## SUCCESS OF THE LUNCHEON ROOM.

At first many of the employees brought their lunches, but few, if any, do so now. While it was our original intention to supplement these lunches by furnishing coffee, milk, or tea at the small charge of three cents, we soon responded to the call for a variety of foods well cooked, for such a reasonable charge as made the bringing of lunches unnecessary.

I would like to speak of our plan of serving lunches. One of the speakers said he couldn't get them to go to the counter for the lunch and take it to the tables. We have no difficulty with that. The men are out of the works before the bell finishes striking, and it is almost a

pell-mell rush to that counter and until they get to their tables; then they finish as quickly as possible, and smoke and chat.

At first it was our idea to have two kinds of tickets, one at three cents and one at five cents, but we finally concluded to adopt only the three cent ticket; and every article served was either three cents or some multiple of three. It often worked favorably for an employee in this way; he couldn't buy twenty-five cents' worth, but what he could do was in reality to get twenty-five cents' worth for twenty-four. This plan has thus far worked admirably. The number of tickets sold last year was 200,941, and 6,010 additional were used by clerks. On the basis of that record each three cent ticket sold actually cost the company four cents. During the busy fall season, when clerks work overtime, they do not use tickets, but a good table d'hote meal is given them at an expense to the company of forty-five or fifty cents each.

The main dining (or lunch) room measures 59 feet by 32 feet, and is well lighted. A striking feature of the room is its ample height, extending as it does to the extreme height of the building. It is equipped with thirty-five round tables seating six or seven persons at each. x

Another dining-room opens out of the main room, and this is for the use of the officers. Another use for it is when the traveling salesmen are at the works for several consecutive days. Table d'hote meals are served to them, for which the company allows the casino account seventy-five cents each. At such times they occupy the lodging rooms at night, for which the company allows the casino one dollar each per night. In addition to the large dining-

- × hall and the officers' room, there is a dining-room for the exclusive use of the women employees.

The company employs a caterer and his wife, not simply to be there during certain hours of the day, but who live there, and have their rent and food and heat and lighting at the company's expense. In addition to these are four assistants during the day; and such other help as may be needed is supplied from the works. The question is sometimes asked, Does it pay expenses? We say, No, and we don't expect it to; otherwise we should be contributing nothing.

#### LODGING ROOMS.

The construction of the building is such that an interior balcony extends across the front and along either side. Leading from this balcony are four pleasant and well equipped lodging rooms and two bathrooms with the most approved open plumbing.

#### BICYCLE ROOMS.

The basement rooms are arranged for bicycles, of which there are about four hundred. Each one has its specific rack and is given a number, and a proper record of them is kept.

#### LIBRARY.

On the same floor as the dining-room, leading off to the right, is the library and reading-room, which is about 32 feet by 15 feet. The library at present comprises 840 volumes. A fair estimate of books taken out is ninety-five per cent. fiction and five per cent. of history, biography,

poetry, and the drama. A charge of two cents is made on each book loaned. A catalogue of the library has been printed, with additions as made from time to time, and enough printed to furnish a copy to each and every employee.

#### BENEFIT ASSOCIATIONS.

There are two beneficial associations organized and conducted exclusively by the employees. Their committee meetings are held in the library, and their annual meeting is held in the main hall or dining-room, for which occasion the room is cleared of the tables. Each of these associations employs a physician—who is also a surgeon—and these physicians make daily visits to the works.

The employees are also given the free use of the casino, lighted and heated, for evening entertainments as they may desire.

#### AN ANNUAL DINNER.

Once a year we have a function, when the services of an efficient caterer are enlisted. All the foremen are invited, and there is a dinner, a conference, and an entertainment that brings the managers and the foremen together; and the result of that is very good. Then there is a periodical gathering of the travelers from all the cities, which is beneficial and interesting.

#### THE ORCHESTRA.

An excellent orchestra has been organized among the employees since the casino was built, and they have the free use of the library room one evening a week for practice,



*No.*

*Description.*

52—Recreation room for women employees in a factory.  
Used at noon and when the piece workers have to wait for material.

53—Men's lunch room in a manufacturing plant, prepared for the periodical DINNER OF THE FOREMEN.

## MERIT AND THRIFT ENCOURAGED.

We have also adopted a plan of additional compensation to apprentices. Every month their work is inspected by superintendent and foremen, and according to merit a fair sum is set aside by the company and placed on deposit in the Gorham Savings Bank at four per cent., principal and interest payable at the expiration of their term of apprenticeship. Thirty-six apprentices have thus far become depositors and have now \$1,178.00 to their credit for such additional compensation.

## A SAVINGS BANK.

The Gorham Savings Bank was incorporated in 1900, and is for the benefit of the employees; no part of the deposits is ever used by the company. It is a convenience to the men, who would lose valuable time if they were obliged to go to the center of the city to make deposits.

## LOANS ON MORTGAGE.

To encourage the men to build homes for themselves, the bank loans to them, to a prudent extent, on mortgage. We have at the present time about \$40,000 loaned to them on mortgage.

## A PENSION SYSTEM.

One other point I will mention in closing is our plan of pensions adopted May 1, 1903. Employees whose records are satisfactory to the company will, if disqualified for work on account of age or permanent ill health, be eligible

to pensions under the following age limits and terms of service:

70 years of age, 25 years' continuous service

65 years of age, 35 years' continuous service

60 years of age, 40 years' continuous service

When the company shall have been satisfied that an employee is entitled to a pension, they will cause the name of such employee to be placed upon the pension roll, and he will be paid monthly a sum equal to one per cent. for each year's active service, computed at the wage paid at the time of enrolment, provided that no pension shall exceed one thousand dollars yearly.

THE CHAIRMAN: We are fortunate in having with us to-day Mr. Louis Krumbhaar, from the Solvay Process Company, of Syracuse, N. Y., and I will now call upon him.

MR. KRUMBHAAR: I do not want to take up very much of your time. I am not going to tell you about our restaurant or dining-room, our lunch room, our sanitary arrangements, etc. For I will leave with the secretary an account of our work, which is a compilation of extracts from the Report of the Commissioner of Labor, with changes to bring it up to date, and this may be incorporated in the report of the meeting, if it should be deemed desirable. But there are one or two things I would like to say in connection with this work.

#### BEGIN WELFARE WORK WITH CHILDREN OF EMPLOYEES.

We have found it has been very difficult to get at the workmen. Our welfare work started almost with our business, and we have tried many different schemes, and

have found the most satisfactory one of all to be that of taking the children of our working-men and training them; and we have almost abandoned trying to draw in the men themselves. Our experience has been that the boys of our workmen grow up and take positions of various kinds in our works, and the girls grow up, and marry, and become the wives, in many cases, of these boys. We, therefore, think that if we can train the children in the way that they should go, we will improve our workmen. Of course, in many cases, the boys have better positions than their fathers had before them, and I have in mind now one young man who holds a confidential position in our office, whose father started as a laborer and is now a foreman.

We have a system of classes that begin at 3.30 in the afternoon and extend into the evening. We have cooking classes, a dancing class, and gymnasium classes; and we have just completed a new gymnasium, which we feel sure will be of great benefit to both the boys and the girls.

The greatest difficulty that I have encountered in trying to get at the men is the beneficial lodge, to which so many of them belong. I have tried to get men together in the evening, but one would say, "I can't go on Monday night, for I have to go to the Foresters"; another would say, "The Maccabees meet on Tuesday, and I can't come"; another man would say that he had to go to the "Odd Fellows," and so on. These societies take the men's time, and I believe it is better to let the men go to these lodges; but we must take their children and train them. As these children grow up, I think they are benefited by our work, and are much better men and women for the training they get; and some of them, in turn, have become interested

in the welfare work among their fellow workmen, and are better citizens; and others take up their work in the lodges and make those lodges better perhaps than they have been in the past.

I have a suggestion to make to this meeting. I think it would be a good plan to formulate the questions we would like to ask each other as to the best methods to adopt in carrying on our work, and send those questions in to our secretary to be put in form, sent around to those best fitted to answer them; or else presented at some future meeting similar to this one. I think that would be a benefit to all of us. We have had a number of most interesting and valuable descriptive talks, but I think it would result in greater progress if we would formulate a set of questions, to be answered and distributed among the different concerns that we represent.

THE SECRETARY: In addition to Mr. Krumbhaar's suggestion, that we may get the full benefit of this meeting, which was intended to be an exchange of experience, it seems to me that it would be desirable for Mr. Stevens, for instance, and others who have problems to be solved, to question the speakers, now and then, as to specific successes and failures, and their causes. Of course, we all recognize that conditions differ, and that no set rules can be laid down for the work in any individual establishment, as each is a special study; but human nature is pretty much the same everywhere, and the experience of one in a particular effort is bound to furnish helpful suggestions to another working along the same line.

THE CHAIRMAN: The audience will, I am sure, appreciate the opportunity of listening to Mrs. Isabelle F.

Nye, from the Siegel-Cooper Company, of New York City.

MRS. NYE: Miss Hirschler has given the basis of the work of a Social Secretary; so it is not necessary to mention that.

In entering upon my duties as Social Secretary I was entirely ignorant of anything in reference to business life. So far as my personal experience was concerned I had had a great deal in philanthropic work. At first Mr. Greenhut presented me only to the buyers of the different departments in the store, of which there are over sixty, introducing me as his personal representative. He told them my undertaking was to be simply a trial, and that I was to prove whether it could be made a success. After introducing me to the buyers, Mr. Greenhut said, "Now, Mrs. Nye, go about the store, anywhere you please, and get acquainted; the buyers will introduce you to their associates. That is all I am going to say to you. Use your own judgment and your own ideas; come to us for advice if you want it."

I was very careful in becoming acquainted with the people, with the girls especially. I found that I was regarded with suspicion and doubt in the beginning, and I had to feel my way tactfully. It required a good deal of judgment, tact, and patience, but I persevered, and finally discovered this thing: I said to myself, What you want to establish in this house is a spirit of reciprocity. Of course, that was a big undertaking, but it was my basis of action. I took it up and I have kept it up. I find that the people—the girls especially—resent anything which savors in the slightest degree of charity. Everything must be pre-

sented to them in a light which calls out their self-respect and their perfect independence.

#### A VACATION COTTAGE.

How well I have succeeded perhaps some one else would better say; but I want to give you one illustration which Mr. Stevens has asked for. That is, he wanted to know if there were anything which would show success after failure. We have at Long Branch a beautiful cottage, with magnificent grounds, furnished very handsomely—more handsomely than any hotel there, and every room is perfect in every way. They had that cottage for some time previous to my connection with the firm, and the young women had been going there for their vacations, but it was with great reluctance, because they had an idea they were receiving charity, and that they didn't want—they would rather do almost anything else, even to the extent of going without a vacation, than pass it there and receive charity. I had to convince them that they were not right. I went at the problem in just as diplomatic a manner as I could. I revised the cards informing the recipients that they were eligible for a vacation at Long Branch after they had been one year in the service of the house, and issued regular invitations, stating: "The Siegel-Cooper Company requests the pleasure of your company at their cottage at Long Branch for the week beginning (so and so and ending so and so) as their guest." They were made guests of the company. That helped to do away with the failure caused by the feeling that they were being treated as objects of charity. Last year I had charge of the cottage for the first time. The

girls went down, fifty or sixty each week; and it was a very great success. I tell this as showing how different it is when the girls go on invitation, and have things conducted in a way to indicate they were receiving nothing but their dues. The spirit was very different. There is success born of failure.

At the cottage they have all sorts of pleasures—trolley rides, boating parties, coaching parties, everything to help make life pleasant and happy. At the same time I had a little series of object lessons for them. I didn't tell them what I was going to do—they were simply unconscious object lessons. These lessons began by my daughter and myself, and one or two of the young women I could depend upon, sitting down to or sewing, or knitting, or mending, and teaching them the womanly things, how to take care of things, how to mend, etc., etc., and I gave them the object lesson of how to keep the house, by having the cottage well ordered in every way. All those things left a very great impression upon them and helped them a great deal.

#### THE BENEFICIAL FUND.

At the store we have a doctor in constant attendance. The doctor is paid from the beneficial fund, which, of course, is accrued from the small assessments of the employees. The doctor also visits them at their homes when they are ill, if they wish it. We have a very large surplus in the beneficial fund at the present time. The monthly dues in our Employees' Benefit Association are from ten to forty cents. In no individual case does this tax amount to more than five dollars yearly. In case of death \$100 is



*No.*

*Description.*

17—Vacation cottage for the employees of a **department**  
store.

18—Some of the employees at the **vacation house.**

es are paid from this fund during the  
are made from this fund to help them  
iculties.

ER: In this benefit fund is membership  
ulsory?

ulsory.

R: Is it the custom of your store, after  
een there a certain length of time, to  
on, with pay?

only the cottage vacation, with all the  
fits during that week.

Does the work of your supervision con-  
ess hours? Does it follow them to their  
he hours when they are with the firm?

I visit their homes very frequently—  
nces of illness or distress always, and  
e lives. I know the home lives of a  
n. I visit them and help them, and it  
to any one and no one knows it except  
nily and myself. I have at my disposal  
aced in my hands the first day of each  
ey is used at my own discretion for  
ple in the store as I think they need it,  
it except myself when any of it is used

: The people don't know that it comes

don't know anything about it, except  
ed and helped.

: Is anything done for the cash boys?  
collectively. We have so few of them  
s.

There is a men's club that is called the "Squared Circle." They say they are all men "on the square," and they belong to this circle. The club is very prosperous, and they are a very happy set of men. They are now furnishing a suite of rooms.

MISS HIRSCHLER: How do all these things react upon the business relations of the people?

MRS. NYE: It is told to me, the buyers tell me, and the heads of the departments generally, that the tone of the store is so vastly improved that they scarcely recognize it. They say the efficiency of the employees is very greatly increased, because, in the case of the women and girls, they have felt, many of them, as they have expressed it to me, that there is some one "to whom we can come and talk, who will encourage, help, and inspire us." That is their spirit; that is the way they speak. And the compensation in this work to me is that I am a help to these people, that I can encourage, inspire, uplift and help them over hard places, and help them with their work. The result has been in a great many instances that they have kept on and done better where they would have dropped out.

MR. PATTERSON: How many employees are involved in this?

MRS. NYE: There are between three and four thousand employees in the store.

MR. PATTERSON: And all have the benefits?

MRS. NYE: Yes; they can come to me with all their matters—troubles at home, illness, etc.; and they do come.

MR. PATTERSON: Have you anything to do with the payroll or recommendations with reference to salaries?

MRS. NYE: I have nothing whatever to do with that, and I am glad to be relieved of it.

MR. PATTERSON: Has this work made itself apparent in the profit account?

MRS. NYE: Very largely.

MR. PATTERSON: What is the interest charged for the loans from the beneficial fund?

MRS. NYE: None whatever.

In reference to salaries: In the beginning, when new help is engaged, the women and girls all come to me; they are sent to my office. I talk with them, and the result of that is that I find out about their home conditions, how they are surrounded, whether they are in their own private homes, with mothers or fathers, or if the girls are in boarding houses. If they wish it, I recommend houses to them, but I find out about their home surroundings when they first enter the employment of the firm.

MR. RYAN: Do you ascertain this fact before or after engagement?

MRS. NYE: Just after.

MR. RYAN: Does your application blank call for that information?

MRS. NYE: Yes.

MR. RYAN: Is the salary based on the fact as to whether they are boarding or living at home?

MRS. NYE: No; the salary is based on the qualifications of the person.

MR. RYAN: In the case of a girl who is living at home—her past experience being equal to a girl who is boarding—would she receive the same salary?

MRS. NYE: Yes.

MR. HUMPHREYS: I wanted to ask about profit shar-

ing; and a suggestion has been made about insurance for employees as well. If any of the speakers here have anything to say on these subjects I would like to hear it.

MISS HIRSCHLER: Our insurance fund is voluntary. The employees pay five cents a week to belong; the benefits are \$5.00 a week, and we make up the difference by social parties, etc., conducted by our entertainment and insurance committees.

THE CHAIRMAN: I hope that Mrs. Elizabeth C. Wheeler, from the Shepard Company, of Providence, R. I., will now permit us to hear from her.

MRS. WHEELER: I didn't expect to say anything. My work is practically identical with that which has just been described, and I think there is nothing left for me to say. It is almost the same as Mrs. Nye has just told us about.

#### VACATIONS.

Instead of having a summer cottage, we recommend certain places in the country to our employees. Living, as they do, directly on the coast, we feel it is much better to get the girls into the mountains. We give the girls two weeks' vacation and full pay when they have been with us a year, and we recommend these boarding places, helping them if necessary. I personally know their situation at home, and if I think it is necessary to help them pay their expenses in the country, owing to the fact that their salary must go into the family while they are away, we do that; but in most cases they can pay it themselves. We have found this effort very beneficial indeed. With my four years' experience, it seems to me that in all this work

the individual, personal touch is the one thing to which the people respond. There is a strong feeling against charity.

#### INDIVIDUAL ADVICE.

In regard to the Young Men's Christian Association I have never been able to interest but two young men in it, although I have tried very hard, and as to the two I succeeded with, one merely went to a dinner and the other took a course in calisthenics. There is one other feature, and that is that women enter so largely into our industrial work, and in our industrial establishments where there are women employed I see very little indication that Young Men's Christian Association work reaches the women, and it is through the women we must reach the home, and that is where our personal work comes in.

In our establishment the girls come to me, and even the men. There is scarcely a person in the house but will at some time come to me for some sort of advice, or for directions as to where they can get this thing or that, and how it can be provided. I have often taken the matter under investigation and shown them how to do it. It is astonishing to see how many women do not know how to sew. The girls are the same way. They marry and don't know anything about housekeeping, and many of them do not even know how to take a stitch.

#### READING AND LUNCH ROOM.

We have a reading room and a lunch room, but do not pretend to serve any very great variety of food, because we have a large restaurant in the house, and a grocery

department and delicatessen. If the employees prefer, therefore, they can get what they want, take it to the lunch room and eat it there. We charge a price sufficient merely to cover the cost of service.

THE CHAIRMAN: Several questions have been asked, but it is utterly impossible for your Chairman, not knowing the people in front of him, as individuals, or what their work is, to select any one to answer them. I would like to have a few moments given to those questions, and hope some of you will volunteer something about insurance funds, pensions, and profit sharing.

It gives me great pleasure to introduce Mr. Dexter S. Kimball, manager of the Stanley Electric Manufacturing Company, at Pittsfield, Mass.

MR. KIMBALL: My object here has been rather to listen, hoping I might hear something that would throw light on my own troubles, and show me why the movement with which I have been connected has been more or less of a failure.

#### NEED OF SPECIAL SUPERVISION DEMONSTRATED.

When the Stanley Company, three years ago, started to build a new factory, this matter was taken up at length, the President being a man of considerable experience and quite a student, and it was his wish to do something for the people in the new works to improve their condition. Attention was paid to all the details of sanitation, ventilation, and heating, and the best plumbing was put in, and everything done to make the works as habitable as possible. In addition to that, a

building was erected which included a social room or hall, to be used for entertainments, and as a smoking-room, or anything of that sort.

After the buildings were occupied, an effort was made to organize a club among the men, to be a club of the men themselves, and not under the wing of the company at all. It was started by the men, the company only giving it some financial support, and in this they succeeded very well. They organized a good club, with all the various committees that have been discussed here in connection with other organizations, such as social committees. It all started off so nicely that we talked of erecting a special building under the auspices of this club.

We didn't have a regular "Social Secretary," and there was our mistake, I think. The initiative didn't come entirely from the company; it came from the men also, but we didn't have this Social Secretary to aid us.

We had a grievance committee, and that was our undoing as far as this organization went. This grievance committee was supposed to handle all differences between the employees and the company. We have only 1,000 employees, principally skilled labor, in fact almost entirely. The shop is practically unionized. The very first time we made an effort to use our grievance committee, we aroused the suspicion of the union, and those of you who have been "up against" union labor troubles know the difficulties we had to contend with right there. Now, if we had had a good "Social Secretary" to study that problem carefully in the first place, he could have gone in there and brought those men to see the thing in the right light, but the union has been practically the ruination of the organization.



*No.*

*Description.*

62—Lunch room in a city factory where space is unusually valuable.

63—Lunch room space in same city factory during working hours.

In the majority of the departments, tables and benches are suspended from the ceilings by rope and tackle and lowered into the aisles and other vacant spaces during the luncheon time. Portable lunch counters, with gas connections, contain coffee urns and steam tables to supply warm food throughout the factory. Sandwiches, cakes, pies, milk, and other cold articles also find their places on these lunch counters. While conditions prevent the restful change of air and scene during luncheon, this employer, realizing that necessity for the physical welfare, has endeavored to meet it with a roof garden.

About the only thing we have succeeded with has been a good football team and a good baseball team.

We have decided to let the matter stand as it is until the present antagonism dies away, and then we will look for a man. Just what manner of man he will have to be, I am unable to say, and I am afraid to give my opinion on that subject in view of all that has been said this afternoon, but I think my case is probably as hard a one to settle as there is, and I shall be glad of any suggestions in the matter or to answer any questions.

MR. NAZRO: Wasn't there some mistake made in trying to give them too much all at once? I think that is a great mistake in welfare work. It should grow naturally and slowly. It seems to me that where a concern decides to install a gymnasium, or a dining-room, a library, and a number of other things, and to do that all at once, it immediately arouses antagonism. I think it should be brought in so as to have it grow slowly at first, and progress along with the works themselves.

MR. KIMBALL: I think so myself.

MR. NAZRO: If you want to start a dining-room, of course it is well to have those things come from the employees themselves. It is better if it can be brought about in a diplomatic way, so that the employees themselves suggest it. If the company does too much at once, I think there is a tendency among the employees to feel that the company is spending more money than it ought in this direction, and that this money should be applied to wages.

MR. KIMBALL: I feel that we should have had a "Social Secretary" in the beginning, because managers

are busy men, and, as a rule, they have not the time or inclination to do the thing thoroughly.

MR. PATTERSON: Several people here have asked to have this meeting extended to to-morrow afternoon or to-morrow evening, as they would like to remain to-morrow if that is done. It seems to me that we are just getting at the facts now, and it will take another day to bring out all the important features which we want. I would like very much to have the meeting continued to-morrow.

(After considerable discussion, it was decided to continue the meeting as late as necessary to conclude the conference in one day, as many had not arranged to remain two days.)

THE SECRETARY: In our plan of work we have provided for the consideration of the "Labor Bureau" in connection with welfare work. We had expected to have Mr. C. U. Carpenter with us to-day to especially present the subject. I want to ask if Mr. Patterson would be willing to explain, in view of what Mr. Kimball has said relative to his difficulty, how they solved the problem, which presented itself in their trouble with the unions at the factory of the National Cash Register Company, through a labor bureau.

THE CHAIRMAN: Will Mr. Patterson kindly respond to this request, and also describe the welfare work which is promoted in connection with his factory?

MR. PATTERSON: Had I known five years ago what I have learned from Mr. Vreeland and others present here,

our company would have been saved much time and trouble.

A great many persons have said to me: "Why did you ever have a strike at your factory if welfare work really pays?"

Welfare work had little to do with the strike which took place in May, 1901, and lasted seven weeks. What caused our strike was, ostensibly, our refusal to replace four men who had been discharged for incompetency or lack of work, or like good causes. We had new unions to deal with, and some of the Western unions were crude.

A few of our forty-two foremen did not treat their men properly preceding the strike.

We had no labor bureau to settle disputes. Sometimes they were attended to by one or more of the heads of the various departments, and sometimes by the general manager, or by the board of directors, or the factory committee.

Previous to the strike we did not call meetings of the rank and file of our employees to explain to them our side of the questions at issue, as we do now. We have a labor bureau of two committees—one composed of the head of the employment department, the chairman of the factory committee and his assistant, who consider complaints. The higher committee to which final appeal is made is composed of the President, the General Manager, and the Assistant General Manager.

Welfare work is an effort of the employer and employee to cooperate for the benefit of each other. It is a waste unless it brings good will and cooperation on the part of the employee.

Welfare work does not antagonize union organizations

nor attempt to supplant them. Welfare work has nothing to do with union affairs. The chief aims of labor unions are to secure shorter hours and increased wages. Labor union interests do not extend beyond their own organizations. Welfare work is much broader. It applies to all departments in our factory. Our office departments, which are not unionized, share equally in the benefits of welfare work. Our idea of welfare work is to do every employee good, no matter what he believes or belongs to. It brings us together to talk over things, and, when properly conducted, goes far toward bettering the condition of all parties concerned.

Our welfare work is going on more than ever.

#### GENERAL VIEW OF THE WELFARE WORK.

The company maintains a Welfare Department, with a man in charge, whom it pays. He has three assistants, who are also paid by the company. This department looks after the mental, moral, and physical welfare of all our men and women employees.

Attention is given to the hygiene of the factory. Large windows admit plenty of light and sunshine. The ventilation and heat are properly looked after. Every fifteen minutes the air in the factory and offices is changed by means of a fan system.

High back chairs and foot rests are furnished the women workers.

Free lectures by noted people are given from time to time.

The surroundings of the factory are made as beautiful as possible through landscape gardening, well kept

lawns, etc. The interior is kept clean and bright, is well painted, and everything is made as cheerful as possible.

Free baths and free libraries are provided. Each employee is allowed two baths per week in summer and one in winter on the company's time. The libraries are open at all seasonable hours, and are stocked with good books, magazines, and papers.

We furnish luncheon at the officers' club, which is composed of the officers of the company, the heads and assistant heads of departments; at the men's dining-room, where all office employees take luncheon, and at the women's dining-room, where all the young women get their luncheon. All these meals are furnished at the actual cost of the raw materials.

This feature has not been extended to our making force as yet, but the matter is now being considered by the men's welfare league.

We furnish supper to all our employees when they work overtime. This is furnished at the company's expense.

I almost forgot to mention that the company furnishes a plot of ground for boys' gardens, where the boys of the neighborhood are taught how to raise vegetables, and, at the same time, are also taught to work. The company furnishes the seed and an instructor. The boys do all the work. Prizes are given by the company for the best gardens. You have no idea how these boys' gardens have improved the neighborhood around the factory.

The male employees, numbering about three thousand, formed a men's welfare league last January and selected their own officers. The President of this league gives part of his time to this work, while the Secretary gives

his entire time to it. This league was organized not only to look after the conditions of the male employees of our factory, but is extending its work to the families of the members and to the city of Dayton, through committees that have been named for that purpose. Any suggestions which employees have to make for the betterment of their conditions in the factory are given to the head of our welfare department, and the attention of the management is called to these suggestions through this head.

Through the influence of this men's league the owners of neighboring property have been induced to beautify their homes with flowers, vines, and shrubs in keeping with the factory grounds, which are laid out and maintained in accord with the most advanced ideas of landscape gardening.

They are also making an effort for the betterment of our public schools, and for this purpose have sent committees to various cities to look into this school question and report to the league. They are trying to get manual training schools for our city.

They also have a committee on parks and street improvements, and committees on public nuisances, health, etc.

You will see that the work started by the men's league is not limited to our factory, but is having its influence on the whole city of Dayton.

The women's welfare league, composed of employees, devotes its time to looking after the women of the factory. Cooking, sewing, and dancing classes are doing much good in teaching young women the duties of the home, as well as healthful enjoyment. A small fee is

required of each member of the classes, but the company puts its rooms, with light and heat, at their disposal.

A mother's club, composed of women in the vicinity of the factory, has been organized for the purpose of carrying this work into their homes. An N. C. R. house has been established for the teaching of the children of the neighborhood. The company provides a settlement worker to take charge of this work and of the classes.

Our young women have what is called the women's century club, which meets twice a month, when they read papers and discuss things of mutual interest to young women. They have well known people talk to them on health, how to dress economically, and subjects that are of practical benefit to girls. This club has recently established a club house for young women who are employed at the factory and who have not homes in the city. A matron is in charge of the club house. This is all done by the young women themselves, the company having contributed only a part toward the furnishing of the house.

Lectures are given to our young women from time to time. The women's welfare league is publishing a quarterly magazine called *Women's Welfare*. It has a large subscription list. The young women are endeavoring, through this publication, to extend welfare work as much as possible into factories all over this country where young women are employed.

The men's welfare league is now considering getting up a similar publication for the purpose of extending welfare work.

I consider that the welfare work as conducted at the



*No.*

*Description.*

66—Garden for boys of employees' in a manufacturing plant.

66½—Factory workers' dancing party.

present time at our factory is doing much to create the proper feeling between the company and its employees.

MR. D. E. TITSWORTH (Manager Potter Printing Press Company, Plainfield, N. J.): If there is any one present who can speak from the standpoint of the smaller manufacturer, who does not and can not build casinos and promote welfare work on a large scale, but does want to get a better understanding between employer and employee, I should be glad to hear something along that line.

We employ only three hundred men, and the kind of welfare work I want to get at is where every man feels that his welfare depends upon his efficiency, that the welfare of himself and of his employer is augmented by each getting a view of the other's standpoint, and that the welfare of the community will be determined by the raising of the standard of skill of every individual man in it. I am encouraged by what I have heard here about getting our men together, and I think we can establish an arbitration committee. If any one else is working on that theory, I would be glad to hear from him.

MISS HIRSCHLER: If there is no one ready to speak on that subject I will say, with reference to the request for something on profit-sharing, that we have started a system of profit-sharing, but we have not proved it at all. All of the people, all our sales people, are on a percentage system, and they are responsible for their individual sales. But I am not prepared to talk yet about the success of the system. The first dividend will not be declared until next September.

MR. KRUMBHAAR: The Solvay Process Company has

carried on profit-sharing to a limited extent in a system embracing the officers of the company, clerks, chemists, foremen, and subforemen, which has proved successful. It has worked out so that the men have shown greater care in their work, and have tried to improve it. We have not yet carried the system to the workmen. That may come, and it may not, but it certainly has worked satisfactorily as far as it has gone.

MR. KIMBALL: In our shop we adopted a system which is a form of profit-sharing, and we have found it very profitable. We get more product and the workman gets more pay, and that is a very beneficial form of profit-sharing.

DR. FRANK PARSONS, of the Economic Club, Boston: The proprietor of the Leclair Paint Shop, in Paris, started many years ago by giving his employees a proportion of the profits, and finally gave them fifty per cent., with the result that there was a tremendous increase in the care and energy of his workmen, who felt that the reputation of the house was their own, and the profit of the house their own profits. The proprietor of this shop died a very wealthy man, having made, according to his own declaration, many times more profit than he would have been able to make under the old plan. Another concern in Switzerland has met with the same success under this plan of cooperation. The same thing has happened in England, where they have the finest system of this sort in the world. The two fundamental principles which energize labor, namely, (1) a share in the control, even if it be only a share in the discipline (which adds so greatly to the dignity of the employees, as they become, in a sense, partners, although

not full partners), and (2) a contingent share in the result of their labor—those two things add an energy and life to employment that nothing else that I know of can; and the difference in intelligence, activity, and happiness among the employees, in cooperative institutions and competitive concerns of the same class in the same localities, according to my observation, runs all the way from five to fifty per cent.

MR. HUMPHREYS: In England the great cooperative society itself does not adopt profit-sharing, and I would like to know if there is any particular reason why the English Cooperative Society, whose very existence is based upon cooperation, should not have the system.

MR. PARSONS: The English Wholesale makes that mistake; the Scottish Wholesale does not. They do give a share of the profits, and my observation is that their results are better than in England, very much better.

MR. HUBBARD: I think the Leclair case was the most successful one on record. It was, of course, a place where the work was a very large percentage of the cost of production; it was largely in that and very little in the material. I have read an article on the subject which states that since Leclair's death the success of the concern has deteriorated, and that it is now really scarcely more successful than the ordinary paint shop. The article laid the success chiefly to Leclair himself rather than to profit-sharing.

MR. PARSONS: I was there less than two years ago, and am glad to be able to give you the facts. The shop is still very prosperous indeed, and the men are in the concern on the same basis. The point the gentleman has made about the large percentage of labor is true. John

*No.*

*Description.*

67—Serving counters in lunch room in a large department store.

68—Recreation room in a large department store, with open door showing view of emergency hospital room.

Wanamaker told me of the effort that he made in his store, and that he was not satisfied with the results. He only tried it for a couple of years, and said that the girls, when they got their \$100 in addition, or whatever it was, could not be persuaded, in all cases, to save that money. One girl spent her money for a silk dress, and another for a piano, and he was not satisfied that they knew how to handle the money, and that he would have to discontinue the plan.

MR. HUBBARD: I am glad to have my statement corrected.

THE CHAIRMAN: The question as to how this work can be taken up from the standpoint of the manufacturer with a medium number of employees, where the welfare work is more individual on account of the small body of employees, has not yet received attention.

MR. MICHENER: I think in connection with this question that a good many of you are "sizing up" the Young Men's Christian Association in your cities by what they are able to do in the city associations for the men in the factories. The theory of this organization has always been to get the men to come to the building, and for that reason nothing has been done with the small factories. That is being done now, depending on what is needed. There are educational classes, educational talks, and talks by prominent men like Mr. Riis, and other well known men, at the noon hour or in the evening, the bringing together of these men depending upon the situation of the factory and the men.

MR. TITSWORTH: What I mean is that we have all those things now. We pay the expenses of our appren-

tices to the evening classes of the Young Men's Christian Association. Having all that, we do not need to ask for information along that line. But we do want to know what are the best means for us to employ which will enable our employees and ourselves to see each other's point of view, and thus secure a clearer understanding of our mutual relations.

MR. HUMPHREYS: I can speak from the standpoint of the smaller manufacturer, as we started on a much smaller scale than we are working on at the present time. And, in starting, the main feature and the most successful foundation of our work lay in a meeting of all our foremen with the men who actively manage the business. That was the foundation stone, the meeting of the foremen and the management. They laid the foundation for the lunch club, and, in fact, for the general cooperation of all classes and all features of the industrial work; they laid the foundation for the complete system of cooperation in all directions, and I believe that is the best possible arrangement to be entered into—starting with a comparatively small body of the men, and having the foremen afterward work it out in their own departments.

(Mr. Vreeland was appealed to from the audience for a talk on the welfare work of his company.)

THE CHAIRMAN: I would prefer to wait a little longer before I say anything, so as to give every one a chance to talk on the various questions that are before us which have been suggested by different ones and remain unanswered. I see one familiar face in the room, a standby of mine in a very large railroad organization, and I know

that he has had experience in this work. I will ask Mr. W. B. Albright, of the Sherwin Williams Company, if he will address us.

MR. ALBRIGHT: I was very much surprised to get a note from our President, Mr. Sherwin, asking me to attend this meeting. He, especially, has been very much interested in this work for the past twenty years.

#### PHYSICAL AND MENTAL NEEDS SUPPLIED.

We have brought the work up gradually until to-day we have not an institution where we do not have all that you have told about here. We have our sanitary conditions, good light, and our lunch rooms, our libraries, and our club rooms.

#### EVENINGS WITH EMPLOYEES.

We do everything we can to get closer to our men; and among other things, we have our evenings together. The President, Vice-president, and all the members of the company meet with our employees about once a week, and they have their papers—these papers are read by the different employees, some by the foremen, some by the workmen. We have evenings spent that way.

#### ANNUAL BANQUET.

At the close of the year we give a banquet to all our employees. I think the attendance at the last banquet numbered over 700, at the Chamber of Commerce, in Cleveland. At that banquet we had short addresses, after the address of welcome by our President, by different



*No.*

*Description.*

4—A factory rest-room for women, where a young woman temporarily incapacitated for work, who would lose her wage and deprive the employer of the output if obliged to go home, may recover; or another may find relief there on reaching work half frozen. It is used as a social room and for relaxation at the noon time.

5—A factory rest-room.

6—A factory emergency hospital for the women employees.

men in our factory; the traveling force (in which we have about 140 men) was called on, the foremen, the shipping clerks, and so on, clear down through the ranks. When they were invited, they were notified that they would be called upon for short talks on different subjects, or they chose their own subjects; and we spent an hour and a half after this banquet listening to these short addresses. After that the place was turned over to the young people for a dance.

#### THE "TOP NOTCH" SYSTEM.

We have what we call the "top notch" system, something I haven't heard of here to-day. That system exists in all the different departments of our institution. It is made up by points, governing the different departments. For instance, we have eight or nine managers for our different houses. At the end of the year the manager who has made the most points, or profit, from the office of manager, is called the "top notch" manager, and with that top notch he has a check of \$500 added to his salary. That system is followed right down to the boy who sweeps out the rooms; it goes through every department. They have also presented to them a little gold badge with a "T. N." on it, which they are supposed to wear for the year. There is a competition from this that results not only in good for the manager, but for the firm, and results in good with the managers of the different floors, the foremen of our different departments, and we are constantly trying to work up devices to bring us in closer touch with the workmen in our shops. An Englishman who spent a couple of days at our plant said: "I can

thoroughly understand the success of your business. From the office boy to your manager, the heart and soul is in the work, and, therefore, you can't help but succeed." We feel that, and we believe it is true, that from the "Buttons" to the general manager of the institution, they are all heart and soul in the work, and on that we think the continuance of our success depends.

MR. PARSONS: This great subject is not merely humanitarian. Capital is quite as much interested in the care and improvement of the human machinery, the human element in production, as it is in the machinery made of brass and steel.

THE CHAIRMAN: We shall be glad to hear from Mr. E. A. Stedman, Manager of the Atlantic Department of Wells Fargo & Co.

MR. STEDMAN: I am with a transportation company, which has in its numerous offices all the way from "half a man" in country railway offices, up to five or six hundred employees, in places like New York and Chicago. We deal almost entirely with the human element.

#### A PENSION SYSTEM.

I don't know that I can say much that would be of benefit to you, but I can answer the question that has been asked with reference to pension schemes. We have one, adopted two years ago, under which we allow a man for each year of service one per cent. of his average salary during the last ten years of his service with the company. For instance, if a man has been with us twenty-five years, he gets twenty-five per cent. of his average salary during the last ten years, when he retires.

VARIOUS WELFARE EFFORTS.

We also pay the surety bond premiums of our employees, which costs about \$15,000 yearly.

Every Thanksgiving season we give each employee a turkey.

We give annual vacations, with pay, ranging from three days up to a month, depending upon the position occupied by the employee.

LIBRARIES MANAGED BY EMPLOYEES.

We have libraries, such as have been described here, but I believe that the most successful library is the one which the employees manage. We have five or six of these, to which we contributed as much as the employees paid in themselves during the first three years. Since the first three years they have been supported entirely by the small fees paid by members. We have placed dictionaries and encyclopedias at many terminal stations, but the employees do not use them generally.

LOCAL BENEFIT ASSOCIATIONS.

With the employees scattered, as ours are, we, of course, can have no clubs, but we encourage employees in cities to have their local benefit organizations.

RECREATION.

In Jersey City they have an annual ball, for which we provide the hall; but we do not *volunteer* much in that line, preferring that employees should take the initiative.

*No.*

*Description.*

7—A factory dressing-room for women employees, where the work necessitates change of clothing.

8—A factory wash-room for women employees. Good ventilation is insured by outside windows. It is large enough to accommodate the sixty women in one of the departments who must "wash up" and be out of the mill in the ten minutes prescribed by the rules. Soap, towels, and hot water are provided. The soap is used without removal from the holders, which are designed to prevent waste and loss. One roller towel for ten persons is supplied twice each day. The nature of the industry is such that hot water is essential.

As to helping them to obtain gymnasium and club facilities, we rely largely on the Young Men's Christian Association, and if an employee wants to join it we pay half the fees. Many have availed themselves of this offer.

#### INSURANCE ASSOCIATION.

Somebody spoke of insurance. The employees of the express companies have an insurance organization, which nearly failed, because they organized it on the old-fashioned plan of practically "passing around the hat" when a member died, and taking a dollar from every man, regardless of his age, and, as a result, many old and unhealthy men got in because they received protection at much less than it was worth. But the Association has been reorganized on a plan similar to that of the New York Life Insurance Company, and the other "old line" companies, and now has the strongest proportionate reserve of any similar life insurance association; that is, a "three per cent." reserve. In addition to that, we have a surplus of \$30,000, after operating two years under the new plan. We intend to make the first distribution of dividends next month, about \$12,000. The express companies collect the contributions, or premiums, without charge, and assist the Association in many ways, so that the operating expenses are only two or three per cent., whereas the expenses in most insurance companies are about twenty-seven per cent. The members get the benefit of this saving.

(At the request of several delegates, who were obliged to take early trains and particularly desired to hear him,

Mr. H. H. Vreeland, President New York City Railway Company, was prevailed upon to speak at this time.)

MR. VREELAND: From an experience based upon twenty-seven or twenty-eight years of active railroad work, both steam and street railway, an experience derived from membership in many labor organizations (having been an active member—at times an officer—of the Brotherhood of Railroad Trainmen, Order of Railway Conductors, etc.), and from an active membership in secret organizations such as the Odd Fellows, I am thoroughly familiar with the work these associations aim to do and what they accomplish. My observation of the various organizations that I have spoken of (and I should include the Young Men's Christian Association) has been that their work related entirely to the individual, the man—that it did not go beyond that into the home life or family life. This, it seems to me, is where the opportunity and necessity for this welfare work, about which we have been talking, comes in.

So far as general welfare work, so known, is concerned, I have never paid any particular attention to it until the last few months, outside of my own business; and I was very much astonished to find the amount going on around the country in various ways. But my work has been molded on a plan that would give the best results for our company and our employees. We start with the man, with the employee, and if he is progressive and skilful, he has a standing which is gained by his work; nobody can discharge him, but he has his discharge entirely in his own hands; no one can discharge him but himself. At the time of his death there is a fund to bury him, and there is a pension for him in his old age. I have found that the

wife of the average laboring man will always land on her feet if given time. If her husband dies suddenly, and she has something to tide her over for a few weeks, she will get something to support herself. Now we both provide a fund that will bury a man and something that will provide for his family until they can get their bearings and start over again.

In talking of this kind of work I have had men say to me, "That is all right. You can do it with three or four hundred men, but you can't do it with a large number." I say I can do it with fifteen to twenty-five thousand, and am doing it to-day with fifteen thousand. I might say right here that I have directly in my own system fifteen thousand employees, and, indirectly, through an advisory management, I have to do with about thirty thousand. Twenty years ago I had five hundred; so I can speak from both sides of the question.

SUCCESS DEPENDENT UPON ACTIVE INTEREST OF THOSE IN  
CONTROL OF BUSINESS.

Now, as to success or failure in this kind of work, it depends almost entirely on the extent of the active interest taken in it by the men in control of the business. I perfected the first organization in connection with the street railroad work in which I am now engaged. It was a success from the start and has been ever since, while many similar organizations have failed. A common cause of failure I can best illustrate by relating the experience of a railroad in the West employing about one thousand men. They sent their representative to our office, got our constitution and by-laws, method of organization and



*No.*

*Description.*

47—Cigar stand and pool room in boarding house for  
factory employees.

48—Bowling alley in a factory.

everything, and organized. The president of the road came to me eight months afterward and said, "Mr. Vreeland, I can't understand it. Our organization is a complete failure." I said, "Probably I can tell you why it is a failure without an explanation from you. You started this organization with a great hurrah; you were present yourself; your other officers were there. Have you as President ever attended a meeting since?" He said, "No; I am too busy." I said, "Has your Vice-President been present, your general manager, your superintendent?" To all of which he answered, "No."

COOPERATION OF MANAGEMENT WITH SECRETARY  
NECESSARY.

Now, they had a secretary, as I have a secretary, but that secretary's work was not personally assisted by any one in the management of the company. He asked me why we had been so successful, and I told him that in conjunction with the secretary's work, in nine years, since the organization was formed, I had never missed a meeting, or let a meeting pass without my being on the platform to speak to the men, unless it was through illness—in addition to which every vice-president and every head of every department of our company was also present. I was ill one night, and when I looked over the list of those who were in attendance on that night (it was known I was going to be away), I found there was not a representative man of our railroad company that attended that meeting. Every one of them explained afterward that he had an engagement. It never occurred again. We have a competent secretary, but the secretary is only one of the spokes

in the wheel. The whole management is interested in the work and in the forwarding of the work; and so far as any antipathy of the employees is concerned, or any feeling of that character, after the experience of the twenty odd years that I have been in this work, I can say from a personal knowledge of the feelings of the men (having been in like positions with them) there is none.

7 You can go to our club room, and in that seat there you will find five motormen and five conductors, one of the vice-presidents; in this seat there are half a dozen engineers and machinists; and there is a superintendent of transportation, here the head of the electrical department, and there the head of the mechanical department; every one of our people is in touch with the men.

#### CHARITY ELIMINATED.

. Another factor in the success of our organization has been the understanding that there is absolutely no charity in connection with it. When it was formed the company pledged itself to supply rooms, light, heat and all the material features necessary for a club organization, pay the salary of a secretary, and assume generally all expense of operation, so that all moneys paid in by the employees would be returned to them in sick benefits and death benefits, or would remain in the reserve fund for that purpose. We started out on that basis, but every additional feature of the association's work has been provided by the men themselves. This organization to which I refer has over six thousand active members. It is officered by the men. The only real representative of the company on the board is the president of the company, who is ex-

officio president of the Association, but the vote on everything is controlled by the representatives of the employees, elected by themselves.

#### THE CLUB HOUSE.

There is one feature in connection with my work here which may not be met with frequently in manufacturing establishments. In the ten thousand of my men situated on Manhattan Island I have a large percentage of men who live in boarding houses. Many of them are from the country; others have no homes. Twenty-eight years ago as a brakeman on a steam railroad I was in the same position—away from home and forced to live in the boarding houses that the railroad terminals and my wages afforded. There was absolutely no place for me in the evening where it was warm except the saloon and the pool room. I said to myself: "Here is something our men need, based on my own experience." For years railroad men scoffed at this idea, but through the agency of the Young Men's Christian Association, living, boarding, and club house facilities have now been established at most of the large railroad terminals throughout the United States and Canada. Our situation, while different, still required some of the same facilities. We established the club house features, and they were immediately used, and used extensively. You can find our club rooms full every night in the week. We established a large and comprehensive library, carrying first class literature, and equipped a room with pool tables. The library idea was rather pooh-poohed by our friends. They said to us: "Your employees do an arduous day's work and go home, and you will hear nothing more of them."

*No.*

*Description.*

45—A factory roof garden.

46—Operatic performance by factory employees.

## REACHING THE FAMILIES THROUGH THE LIBRARY.

But I had the object of getting at the families, and when I gave that library to the association I stated at a meeting where there were some six thousand of our employees with their wives and families, that it was the desire of the management that the catalogues of the library should go into the house of every employee who had a family—that we wanted the wives and daughters and sons of our employees to use the books. I also said that if there were a man who had a son or a daughter working for an education—a technical education, perhaps—and it was necessary to have special text books or books of reference, all that was necessary was for our employee to apply to the librarian and the books would be purchased and put in the library. The library was, so to speak, a family affair, and it was turned over at least twenty-five times the first winter we had it. It was astonishing, too, to see the high grade of literature that was taken out. The use of the reading-room didn't amount to so much, but the use of the books in the homes was very great.

Now, perhaps, it will be said: "What is the value of all this in connection with the company's work?" And the answer is that all our efforts should be bent to getting the best work out of our employees, and we believe that this can best be promoted by enlisting not only the personal interest of the individual employee, but the interest of his family as well.

## PROMPT ASSISTANCE IN CASES OF ILLNESS OR DISTRESS.

Now through the instrumentality of our association a case of trouble or want in connection with the families of

our employees could hardly occur to-night without becoming known to me. How could I get that through any outside organization? How do I get it at all? By our method, it is the duty of every foreman who has men under him, whether ten or five hundred, to report to the head of his department every case of illness that occurs among those men. The department head reports it to the secretary of the association, who in turn reports it to the physician, and the physician detailed to that section attends to it.

The doctor reports periodically to me as to the situation of the families of the employees. If the doctor is called to-night to the house of one of my employees and finds that there is not sufficient nourishing food or fuel or anything of that kind, and no money to buy it, he will immediately call me up, or in my absence one of the executive officers, and get authority to straighten the matter out.

A number of people in New York City who are very active in the charitable organizations of the city have commented to me on the fact that our employees have for a number of years been totally missing from the lists of beneficiaries of the various institutions. The reason is that the matter is so systematized that the proper care and attention are given.

Now all this, while accomplished through the agency of our association, is no part of its work. The association is a mutual benefit society for health and life insurance, with some social features added. But my work as the head of the company goes far beyond that. It reaches the home life not only of the employee, but of his family as well, and though it is entirely outside the province of the Association, I could not possibly accomplish it without

the use of its machinery. I know more of my men by name than the average railroad man that has a thousand. I know the men themselves, know where they live and a great deal about them, and I think this intimacy has been mutually helpful in our work, which is amply demonstrated by the cordial relations which have always prevailed between the management and the men.

Again, through the agency of the association, if there is a feeling of dissatisfaction among the employees in any part of the city to-night, to-morrow morning we know of it, or some one in active charge of the work does; and there is no better method of getting this kind of information.

#### TALKS TO THE MEN.

A railroad man who has to do with a large number of men, came to one of our meetings one night, where I addressed our men, and he said to me afterward, "Mr. Vreeland, if this organization had no other value whatever, I would give \$50,000 if I could be placed in a position, where, if I wanted to talk to my employees collectively, I could do it." I said to him that I could call a meeting to-night, stating that the president would speak to-morrow night at the club rooms, and the club rooms would hardly hold the men, whether the talk was to be on labor questions or any other subject. I never hesitate to bring up any question, and I have never had anything but the most cordial reception. I have been asked if I allowed outsiders to talk to my men. I have never allowed it except on a technical subject connected with my business, and then I knew what the man was going to say before



*No.*

*Description.*

22—View of a factory where special attention has been given to providing light work rooms.

23—Another factory where the construction insures light work rooms.

he got up and said it. I have seen a great deal of trouble occasioned by that, by some one who didn't understand just what you were trying to accomplish, and I have never allowed any one to do it. What we frequently do is to have the technical men of our company talk to the men on important features of the business, illustrating with stereopticon views. Of course, I am not going into the question of entertainment, and, for that matter, I am only trying to outline what we do for our men, and the value which we think our organization has.

Of course, in talking over matters that have to do with so many years of activity, there may be some points in connection with those that Mr. Patterson referred to that I have skipped. I think, however, that I have covered the ground pretty thoroughly as to the original object.

(Upon request Mr. Vreeland described the company's school for new employees.)

We have a school for the instruction of our men. There are a great many roads around the country where a green man is employed and is turned out on the public, with an older employee, to get his education. My idea of starting a school was to separate the eye and the brain and the hand. Only a man who is trained to do it, for instance, can get on a locomotive in the dark and do all the things that are necessary to run that locomotive, and he sees in the darkness because his hand is trained.

We take the green man into the room where we have every working electric device that he will have to handle in the operation of the cars, and he is instructed there. I have noticed that the "first day man" follows every movement with his eyes; the "second day man" will follow two movements; the man who has been there three

days will follow one movement; and the man who has been under instruction four days never takes his eyes from the mark over his instructor's head. In this way the man learns to use his hands to operate the apparatus without taking his eyes from the street. We do not take any man upon the street except to finish what is called his "street education"—where to stop, etc. The same principle is carried out with all classes of our employees which have to deal with electric equipment.

MR. PARSONS: What would be your idea of giving employees a share in the profits?

MR. VREELAND: That question has never come up in railroad business, except in connection with stock, and that has been done two or three times in this country, generally with the same result that was had in the Steel Corporation. You take an employee and give him stock that pays 5 per cent. and sell it to him at 125, then you must keep that stock at 125.

THE CHAIRMAN: I will now ask Mr. E. F. Olmsted, who has charge of the welfare work for the Natural Food Company, at Niagara Falls, to give an outline of their efforts.

MR. OLMSTED: The welfare work as conducted by the Natural Food Company at their Niagara Falls plant is of a most practical nature, there being no attempt whatever to carry out experiments or to work out sociological problems—the idea being mainly to surround the employees with ideal working conditions, thereby creating a desire for better things in the home as well as factory.

The conservatory is located in the center of the residence part of the city, far removed from the smoke and

dirt of the manufacturing region, and, therefore, cleanly conditions are easily maintained.

The building is of steel, with just enough brick to cover the girders, the balance of the wall space being devoted entirely to windows. Each window is double glazed in order to exclude the dust and smoke. This building is finished throughout in hardwood and white enamel, thus giving the greatest possible advantages for light and airy working rooms.

#### VENTILATION.

The building is ventilated throughout by the fan system, the air being changed in the manufacturing section automatically every fifteen minutes, in the offices every seven and one-half minutes, and in the lecture room every five minutes.

The air is brought in from the tower two hundred feet above the ground and is conveyed to the first floor of the building, where in the winter it is heated and then forced throughout the building. Electric thermostats regulate the temperature.

#### CLEANLINESS.

We have a force of twelve janitors continually at work to keep the building in good condition.

The use of tobacco in any form is prohibited in the building.

## LUNCHEONS.

The employees of the company are provided with their noon-day meal. The young women's dining-room, on the fifth floor, is a large, airy room, overlooking the upper Niagara River, and is equipped with tables seating eight each. The tables are completely furnished with linen, silver and china. The young women are given their luncheons free of charge, and take turns alphabetically in serving. It takes approximately fifteen minutes to one-half hour to serve the luncheon. The following is a sample menu :

Celery Broth with Rice	
Triscuits	
Braised Sirloin of Beef	
Mashed Potatoes	Sliced Tomatoes
Entire Wheat Bread	Creamery Butter
Jellied Apple Sandwich with Cream	
Tea	

At the close of the luncheon, particularly in stormy weather, the girls' dining-room is quite animated. A grand piano is located at one end of the room, and there are several players among the employees. Some one presides at the piano, and the remainder of the noon hour is passed in singing and dancing. During the pleasant weather we have practically the facilities of a park opposite the conservatory, where the employees stroll until it is time to resume work.

MEN'S DINING-ROOM.

For the men's dining-room there are lunch counters in horse-shoe shape. The men eat apart from the girls, mainly because their work is of somewhat different nature, and would necessitate a change of clothing if they dined in the same room. As it is, the men can feel at perfect liberty to eat in the uniforms which they wear during working hours.

The men, at their own request, pay ten cents for their luncheons, and the menu is quite a substantial one. The following may be taken as a fair sample:

Puree of Oyster Plant	
Triscuits	
Creamed Codfish	
Escalloped Potatoes	Vegetarian Baked Beans .
	Cold Meats
	Sliced Tomatoes
Entire Wheat Bread and Butter	
	Vanilla Ice Cream
	Apple Pie
	Tea

In case any of the men do not wish the regular luncheon at ten cents, and prefer to bring part of their own luncheon, they may purchase any desired articles from a bill of extras. These articles are listed as follows:

Soup, Bread, Butter, and Tea .....	\$0 04
Mock Turtle Soup (1 pint) .....	09
Regular Menu Soup .....	01
Boiled Eggs (2) .....	04
Cold Boiled Ham (per order) .....	05
Baked Beans and Tomato Sauce (per order) .....	05

Veal Loaf .....	12
Potted Ham (1 can) .....	05
Cheese (per order) .....	04
Salmon (1 can) .....	13
Sardines (1 can) .....	05
Pickles (per order) .....	02
Olives .....	04
Stewed Corn (1 can) .....	09
Stewed Peas (1 can) .....	09
Apples (per order) .....	01
Maple Syrup (per order) .....	03
Peach Preserve (per order) .....	04
Cherry Preserve (per order) .....	04
Shredded Wheat with Cream (1-3 pint) .....	06
Milk (per glass) .....	01

The culinary department is under a competent chef, who tests all supplies. The use of pork products, white flour and yeast is dispensed with. We serve approximately four hundred meals each noon. The milk used is Pasteurized, the water all doubly sterilized.

For serving the men we utilize the services of our colored janitors during the noon hour, paying them for extra time and also giving them their luncheons free for this service.

#### READING-ROOM.

Adjoining the men's dining-room is a reading-room. This is equipped entirely for the comfort and convenience of the men. Tables and easy chairs are provided, and the leading magazines and daily newspapers are on file. Games, such as dominoes and checkers, may also be played. Writing material is at hand.

CIRCULATING LIBRARY.

The advertising department of the company receives many periodicals and newspapers. These are accessible any day between half-past twelve o'clock and one. This privilege makes available to all employees the best periodical literature, and is much used.

The company has just established a branch of the Tabard Inn Library.

BATHS.

The bathing facilities of the conservatory are probably equaled by few hotels in the country. There are fourteen rooms devoted to baths, each room being finished in Italian marble and mosaic. The men's rooms are equipped with shower and needle baths and the girls' rooms with individual bathtubs and ring showers. (These enable them to keep the hair dry.)

The employees are allowed ample time each week for the use of these baths. Soap and towels are free.

This feature of our work has been very successful. There is no inclination on the part of the company to force it upon the employees. Its use is entirely at their own discretion, and all that is necessary is for them to ask permission of the forewoman or foreman, so that others may be assigned to their places in order that the work may not be interrupted. The time used for this purpose averages about one hour per week per person. (Our employees are all paid by the day. We have no piece work.)

Necessary lavatory and toilet facilities are also provided.



## LOCKERS.

Every employee is provided with a locker for outdoor garments. The lockers are of the familiar expanded metal type, thus giving the maximum ventilation and hygienic conditions. The locker rooms adjoin in all instances the bath and toilet rooms.

Each employee has his own key, for which a deposit of 25 cents is made, this amount being refunded when key is returned.

## BICYCLE RACKS.

On the first floor of the conservatory are racks for the temporary storage of employees' bicycles, which are much used during the summer months.

The men's racks are on one side of the entrance and the girls' on the other.

The girls' wheels are taken care of by the janitors, who bring the wheels in from out of doors after the girls reach the building in the morning, and take them out for them in the evening.

## THE FACTORY ENVIRONMENT.

The lawns are kept in perfect condition, and the corners of the conservatory are planted with shrubbery in order to relieve the monotony and add a little touch of color.

The foyer is supplied with large palms, while the girls' dining-room is brightened with large bay trees and window boxes, and in season flowers adorn the individual tables.

AUDITORIUM.

On the fourth floor of the administration building is an auditorium with a seating capacity of 1080. The use of this auditorium is given to the employees for any concerts, lectures, or entertainments they may arrange for the benefit of their organizations.

REST PERIODS.

In the manufacturing section, the girls are allowed fifteen minutes every morning and afternoon for rest and recreation.

The girls in the factory division also come to work five minutes later than the men and stop five minutes earlier, thus giving them in all forty minutes a day less than schedule time, they receiving pay, however, for full time.

REST ROOM.

Just off the foyer there is a rest or lounging room for the women. This is also available in case of sickness or accident.

The company has a competent physician, so that prompt attention can be given to cases of accident or illness.

SUGGESTION BOX.

There is a suggestion box in the offices of the company in which suggestions for the betterment of the company's work may be deposited. Cash prizes are offered quarterly for the best suggestions made.

## COOKING SCHOOL.

One of the latest additions to our work is the establishment of a complete course in cookery, which is open not only to the employees of the company, but also to the citizens of Niagara Falls. The course is a very complete one, and comprehends all phases of cookery.

## CAPS AND APRONS.

The girls in the manufacturing section are furnished, free, with caps, aprons, and sleeves. These are used during the working hours, and are laundered by the company.

## FOOT AND BACK RESTS ON CHAIRS.

The chairs used by the girls of the manufacturing section are of as comfortable design as can be used in connection with the work. They are all provided with backs and foot rests.

## DRINKING WATER.

The drinking water, which is supplied to all floors, is first sterilized, then filtered, and again sterilized, so as to render it as pure as possible. Drinking glasses are furnished.

## FIRE PROTECTION AND DRILLS.

The building is constructed as nearly fireproof as possible. In the manufacturing section it is of mill construction. The walls are all of brick covered with three coats

*No.*

*Description.*

49—One of the seats provided for the women packers in a factory.

50—Seat on rollers, fitted into grooved rail, enabling the operative to pass readily from one machine to another, thus operating seven machines.

51—Women in a large plant, seated at work.



49



50





ten cents. Special assessments may be levied by the board of directors to meet contingencies of excessive sickness or death, but such may not exceed twenty-five cents or fifty cents per member, according to dues paid, and may not be levied more than twice a year, except by two-thirds vote of the members of the association. Sick and accident benefits amounting to \$3.00 or \$6.00 per week, according to class of dues paid, are allowed for a period not exceeding thirteen weeks, beginning after one week's disability. Funeral benefits amount to \$37.50 or \$75.00, according to dues paid.

The baseball club is merely an athletic association in effect during the spring and summer, and is composed entirely of employees of the company, who manage the finances and other details in their own way. They arranged entertainments last season for the purpose of raising funds for the purchasing of uniforms and outfit and of covering the expenses in connection with the club. A complete schedule of games was arranged, and they were very successful in their efforts.

The band is a musical organization consisting of thirty pieces. All employees of the company who can play any band instrument are eligible to membership, and at the same time a number of players in the city are included in the organization. The band is under the charge of a competent leader, who was formerly in charge of the regimental band of this city. Rehearsals are held once a week, and a number of engagements are secured. It is really a very creditable organization. Uniforms are provided, and the company donates a certain sum each year for the maintenance of this organization.

The Riverside Tennis Club is an organization composed

entirely of men in the employ of the company. Suitable grounds are rented in close proximity to the building, and are equipped with two double tennis courts. The expense for maintenance is covered entirely by the members themselves, and the courts are available at any time to the members or their guests.

The Foremen's Club is composed of the foremen of the different departments. Subjects which pertain to the business of the company are discussed at the meetings, and entertainments are arranged by a committee for that purpose. The management of the organization is entirely under the employees, who are members.

#### ADDRESSES TO EMPLOYEES.

From time to time we are favored with the presence of distinguished people at Niagara Falls, and wherever the opportunity permits we have them make addresses to the employees. These addresses usually take place during the luncheon hour.

#### WAGES.

In all cases where welfare work is considered, one question which arises in the mind of the visitor or investigator is, How is the wage question affected by the welfare work which is being conducted?

We might state that in the case of the work done at the Natural Food Conservatory the wage question does not in any way enter into or affect the workings of the welfare work.

The general rate of wage is somewhat in excess of the average wage in other plants of this city and vicinity.



We have, approximately, five hundred employees on the pay-roll, one hundred and fifty being women. The majority of the employees belong to the trades unions.

#### HOURS OF LABOR.

The regulation 10-hour day is in effect, one hour being allowed for luncheon at noon. An exception to this is made in the case of the girls, as stated previously.

THE CHAIRMAN: Will Miss Anna B. Doughten speak of her work as welfare manager for the Curtis Publishing Company?

MISS DOUGHTEN: We have not long been engaged in welfare work, considered as such. The employees have always been treated with consideration, and for a good many years the company provided a room where the women employees could eat their cold lunches, and where tea, coffee, and milk were served without charge. A few years ago a Savings Fund was started, and last fall the present lunch room for the women employees, a striking contrast to the old unattractive one, was opened; and an attractive rest room and a reading room were provided.

Especial emphasis is being laid upon one aspect of this work, and it is an aspect which, it seems, usually does not receive enough attention, namely, luncheon or other rooms provided for the use of the employees should not only be comfortable, clean, and convenient, but, without being elaborate, also as attractive, artistic, and home-like as possible. This requires more thought, but not more expense, and it is important for the indirect, quiet

*No.*

*Description.*

27—Lunch room in foundry for the women core-workers.

Employees never tire of good music at noon. It contributes materially to the success of a lunch room. Adjacent to another lunch room in a section of this manufacturing plant a large recreation room, with a good floor, has been provided for the women, who always respond to the music by dancing, although the work is very arduous. The men are not allowed to share this pleasure, except at evening dancing parties.

28—Lunch room for women in a large publishing house.

Small tables are found to be advantageous, as they allow congenial ones to group together.

influence of such surroundings often is stronger, farther reaching, and more lasting than any attempt at direct influence. The lunch room, so far, has been the main feature, and the future alone will show what more may be done for the employees. A box for suggestions and complaints has been placed in the lunch room, and once a month an advisory committee meets with the welfare manager, considers these suggestions and complaints, hears the monthly statement of the lunch room expenses, and recommends certain improvements and changes to the welfare manager, or, through her, to the general manager of the company. There are many possibilities in this advisory committee, if its decisions shall show judgment and reason. The subject of a Mutual Benefit Society is receiving consideration, and, if a sufficient number of employees signify their desire for such an organization, it will probably be formed. It is considered important that work along this line shall be gradual, and that nothing shall be done for the employees until they are ready to welcome it.

#### THE SAVINGS FUND SOCIETY.

As yet nothing has been done for the men employees except to admit them to the Savings Fund Society.

The Savings Fund Society was organized several years ago to encourage thrift and the habit of saving. The sum of twenty-five cents per week is paid into the fund for each share and no person can hold more than twenty shares, making twenty-five cents the smallest amount per week and five dollars the largest amount per week that will be received. Each series begins on September 1

and ends on August 31, when a new series is immediately opened. An opportunity for a permanent investment of the money will then be offered by the firm. Six per cent. is guaranteed on the savings, and last year the company donated to the Savings Fund the fines for lateness during the year, amounting to about \$450, making the interest that year eleven per cent. Withdrawal from the Society before the end of the year forfeits all interest. At any time loans will be made for a period of not less than a month, and for a sum not exceeding nine-tenths of the amount paid in, at the rate of six per cent. per annum. A charge of ten cents is made for each loan. We consider that this Savings Fund Society has been very successful.

#### APPRECIATION ON PART OF EMPLOYEES.

We recognize that welfare work should not be done with the idea of appreciation from the employees. It will be appreciated, whether or not any outward sign is given, but the main motive should be justice and common humanity. So often employers will say that they have tried such and such a thing, and that at first the employees appreciated it, but after a little they began to take it as a matter of course and their right, so it was discontinued. Employees are but human, and that is the usual result of habit. We do not stop to be thankful every day for the air we breathe.

#### SHOULD NOT BE USED FOR ADVERTISING PURPOSES.

A point which we are careful to recognize is that this welfare work should not be used as a mode of advertisement. That will lower the work and interfere with its

true usefulness. In conferences\* and discussions to further this kind of work, the subject should be considered along broad and general lines, individual cases being cited as illustrations, but no firm should seize the opportunity presented to advertise its own philanthropy and liberality.

THE CHAIRMAN: May we hear from Mrs. M. Louise Hynson, another active worker in this field?

MRS. HYNSON: My special work for the John Wanamaker Philadelphia store has been the supervision for the past year of a luncheon room for the men and women, where a fifteen cent dinner was served to the men and an equally reasonable lunch to about fifteen hundred women and girls daily.

A beautiful work is done by others who have charge of educational classes for the boys and girls, and the members of the woman's league. A member of the firm assured me recently that the desire is keen to have the new store now in process of erection equipped in the best possible manner for the comfort and betterment of their employees. I recommend that there be sent from the welfare department of the National Civic Federation its most able man or woman to meet the firm of Wanamakers, that they may see the great field open to them which would make them leaders in the work.

THE CHAIRMAN: Mr. N. W. Cease will, I hope, speak of his work in the different plants of the American Locomotive Company.

MR. CEASE: I deeply appreciate the privilege granted me to-day to appear before this meeting of the great Civic Federation known as "The Conference of Social

*No.*

*Description.*

11—Men's locker room in a large plant—THE NEW WAY.

Throughout this plant the men's toilet and dressing-rooms are built as outside connected additions to the workrooms.

12—THE OLD WAY of caring for the men's clothing in the dust and dirt of a blacksmith shop.

Secretaries." What body of men and women could band themselves together for a nobler and grander cause than the elevation of the toiling masses?

The Civic Federation is a grand organization for the advancement and elevation of the workingmen. Its influence is far reaching, and its motives will ever redound to the credit of the kings of industry and be an everlasting inheritance to the future generations of the army of toilers in this country.

Truthfully and proudly can I say here to-day that the great corporation I have the honor of representing has spent, and is yet spending, thousands of dollars for the comfort and benefit of its employees. This corporation has within its plants lunch rooms that place before its employees a meal at unheard of prices. For instance, kindly follow me: The employee can get a bowl of good, rich, nutritious soup, with bread included, for the small sum of three cents. All vegetables in season are served with bread for three cents. Among the different kinds of meat that he can purchase for three cents are: roast beef, roast pork, roast veal, lamb chops, Hamburg steak, cod-fish cakes, sausages, etc. Sandwiches of all kinds are served for three cents, such as ham, cheese, egg, and chicken. Remember, bread is served with every order. Pies, puddings, cakes, and custards are only three cents; coffee with whipped cream and sugar, three cents; milk, lemonade, and chocolate, three cents. Fruit is also sold at very low prices. In fact, everything in the eating line is to be had.

The employees are attentively waited on, and treated with the utmost consideration. You can readily see that these prices place before them a meal cheaper than they

could possibly purchase the raw material for, besides the wholesome benefit it is to the men to be able to get something warm any time during the day that they feel the need of food. Another one of its most striking and helpful features is its direct benefit to the wives of these men, that they are no longer required to prepare cold lunches and baffle with a tin pail problem, a task, I assure you, they most cheerfully surrender.

We opened the first lunch room in Richmond, Va., in 1903, and to-day we have them in Schenectady, New York, Dunkirk, N. Y., and Montreal, Canada, and will, eventually install them in several more of the plants.

The company is sparing neither time nor money in surrounding their men with homelike requirements, and granting them privileges that would have seemed a few years back an impossibility, and still maintain that discipline and system so essential and necessary in the conduct of large industries.

It has been my good fortune to be associated personally with its benevolently-disposed and thoughtful officials. Like one large heart beating for the welfare and advancement of the thousands of employees, they have established a precedent worthy of emulation.

The three cent lunch system, which bears my name, is self sustaining, and is growing year by year. I feel confident that our success is based on attention, cleanliness, quality, quantity, civility, and system.

Thanking you all for your kind attention, I will conclude by saying that we are ready to help any one who is considering this good work, and that I have copies of a sample bill of fare which I shall be glad to hand those who may desire them.



Notice and sample menu issued in installing lunch counters:

## Cease's Industrial Lunch System

*3 Cents*

Open at All Hours

From 6 to 11 A. M. and from 12 to 7 P. M.

## American Locomotive Works Branch

Dunkirk, N. Y.

*To the Employees of the American Locomotive Works.*

GENTLEMEN: We are now ready to serve you, with neatness and dispatch, a Lunch or Meal at unheard of prices. You can get a meal here cheaper than you could buy the raw material, and at the same time get a variety to choose from which you could not get outside of a hotel.

One of the good features of our system is that you only pay for what you order—that is, if at the dinner time you only cared for a plate of soup and a cup of coffee, it would only cost you 6 cents. You can order anything you wish and get the same attention should your order amount to two cents or twenty cents.

We issue Lunch Books containing one hundred (100) tickets for one dollar, or you can get one of these books by bringing an order from your Foreman or Contractor when it is not convenient to pay cash. These orders are gotten up for this special purpose and will be distributed among the Foremen and Contractors.

Everything we use is strictly first class and served with neatness and dispatch. Our Chef and his assistants rank with the best. Our waitresses are neat and courteous.

You are requested to treat the ladies with respect and conduct yourselves as gentlemen. Any one guilty of disorderly conduct will be reported.

Any suggestions will be appreciated. Thanking you in advance for patronage, we remain,

Yours very truly,

AMERICAN LOCOMOTIVE WORKS LUNCH ROOM,

W. M. CEASE, Proprietor.

## FIGURE OUT WHAT A MEAL WOULD COST YOU.

### DINNER.

Chowders .....	3c	Salads .....	3c
Vegetable Soup .....	3c	Tomatoes .....	3c
Vermicelli Soup .....	3c	Boiled Onions .....	3c
Split Pea Soup .....	3c	Beets .....	3c
Tomato Soup .....	3c	Boiled Cabbage .....	3c
Queen Olives .....	3c	Pies (all kinds) per Slice..	3c
Lamb and Beef Stews .....	3c	Custards .....	3c
Roast Pork and Apple		Plum Pudding with Hard	
Sauce .....	3c	Sauce .....	3c
Roast Prime Beef and Dish		Jellies .....	3c
Gravy .....	3c	Cakes .....	3c
Spring Lamb and Mint		Domestic Cheese .....	3c
Sauce .....	3c	Swiss Cheese .....	3c
Cold Ham .....	3c	Fruit .....	1 and 2c
Pickled Pigs' Feet .....	3c	Coffee .....	3c
Mutton .....	3c	Milk .....	3c
Mashed Potatoes .....	3c	Horseradish .....	} Free
Sweet Potatoes .....	3c	Pepper Sauce .....	
Turnips .....	3c	Worcestershire Sauce..	
Peas .....	3c	Table Sauce .....	
Corn .....	3c	Catsup .....	

### BREAKFAST AND SUPPER.

Fruit in Season .....	3c	<b>SANDWICHES.</b>	
Coffee .....	3c	Ham .....	3c
Milk .....	3c	Chicken .....	3c
Tea .....	3c	Domestic Cheese .....	3c
Chocolate .....	3c	Swiss Cheese .....	3c
Oatmeal .....	3c	Egg .....	3c
Force .....	3c	Oyster .....	3c
Shredded Wheat Biscuit ..	3c		
Codfish Balls .....	3c		
EGGS (ONE).			
Boiled .....	3c	Small Steak, Potatoes.	
Scrambled .....	3c	Bread and Butter .....	10c
Fried, 3c; Poached on Toast	3c	Sugar Cured Ham .....	3c
Boston Baked Beans .....	3c	Chops .....	3c
Potato Salad .....	3c	Liver and Onions .....	3c
		Hamburg Steak .....	3c

BREAKFAST AND SUPPER.

(Continued.)

Bacon .....	3c		
Fried Oysters, two for ...	3c	Pullman	Loaf, Boston
Hot Frankfurters, two for.	3c		Brown, Rye.
Porterhouse Steak .....	15c	Corn Cakes .....	3c
Sirloin Steak .....	15c	Buckwheat Cakes .....	3c
		Syrup and Butter .....	3c
POTATOES		Buttered Toast .....	3c
French Fried .....	3c	Waffles .....	3c
Hashed Brown .....	3c	Bread or Rolls with Butter	3c
Baked .....	3c		

Soap, Pepsin Gum, Tobacco and Cigars at Low Prices.

The above bill of fare includes Bread with all Meats, Chowders, Soups, and Stews; Whipped Cream and Loaf Sugar with Coffee, Tea, or Chocolate.

A few things we use—The best Mocha and Java Coffee, Huyler's Chocolate, highest grade of Tea, Loaf Sugar, the richest of Cream, the choicest of Meats.

Any inattention or uncivil remarks of Waitresses reported to Manager will be appreciated.

CLOSING REMARKS.

MR. VREELAND: As I have said, this was intended to be a sort of experience meeting for the mutual benefit and instruction of those participating. The proceedings will be printed, and copies sent to those present and the interests they represent. We would ask that you formulate such questions as you care to ask of each other, in accordance with the suggestions of Mr. Krumbhaar, and forward them to the secretary, who will have them tabulated, secure replies for your benefit, and also utilize the information in planning for our next meeting, when the vital questions involved in maintaining and installing welfare work will be discussed.

Miss Beeks will be at her office, in the rooms of the National Civic Federation, No. 281 Fourth Avenue, tomorrow morning from ten to twelve, and she will be glad to see any of the visiting or local secretaries who may care to visit our headquarters.

On behalf of the Welfare Department of the National Civic Federation, I desire to thank you for the cooperation with us in this movement expressed by your presence and participation here to-day.

Upon motion, the meeting adjourned.

## APPENDIX

### WELFARE WORK OF THE WESTINGHOUSE ELECTRIC AND MANUFACTURING COM- PANY, OUTLINED BY L. A. OSBORNE, VICE- PRESIDENT.

**T**HE main works are located at East Pittsburgh, a station on the main line of the Pennsylvania Railroad, about thirteen miles east of Pittsburgh, Pa., and cover, approximately, forty acres. The buildings are two stories high, constructed of brick and steel. The style of architecture is particularly well suited to the character of the products manufactured, as well as for any future extensions; and considerable attention has been devoted to the welfare and comfort of the employees. The location is convenient and easily accessible to residents of Pittsburgh and vicinity.

A modern office building, six stories in height, is located at the west end of the works. High speed hydraulic elevators are in service. The building is heated by steam, lighted by Cooper-Hewitt and Nernst lamps, and ventilated by an exhaust ventilating system. The sixth floor contains a kitchen and dining-rooms for the officials and heads of departments; also a dining-room for the women office employees, where they are served with a substantial luncheon at a nominal cost. A comfortable rest room is also provided.

The floor area of the works used for manufacturing

*No.*

*Description.*

- 9—One of the men's wash-rooms in a large shop. The individual bowls are an improvement on the trough system, which does not enable the men to have clean water. Hot water, soap, and towels are provided.
- 10—An individual wash-room especially adapted to the needs of the men in a foundry. A complete bath may be taken. Such wash-rooms are arranged along the wall of the men's dressing-room, and the lockers are in the center.

purposes comprises, approximately, one million eight hundred thousand square feet. Natural illumination for this area is obtained by means of skylights and side windows, the total area of the former being two hundred and fifty thousand square feet and the latter two hundred and twelve thousand square feet.

Artificial illumination in the works is obtained through the use of the Bremer arc, incandescent and Nernst lamps, which are sufficiently numerous and carefully placed to give an even diffusion and a minimum of fatigue to the eyes of the operatives. The interior of the buildings is finished in white. The force of painters constantly employed upon this work is sufficient to give the surfaces two coats of paint each year.

The buildings are heated by hot air, drawn from apertures in the roof through coils of steam pipe. The heated air circulated throughout the works maintains a temperature of about 70° F. The fans are kept in service during the hot days of summer for air circulation. The general ventilation is further assisted by means of adjustable side and roof windows, controlled from the ground floor.

Fifty lavatories for use of the men are situated at convenient points on the mezzanine floor, suspended between the ground and second floors, and easily accessible to persons employed on either floor. These lavatories are fitted with automatic flush closets and individual white porcelain wash bowls, and are connected with the hot and cold water system. There are one thousand of them distributed among the various lavatories. Adjacent to each lavatory is located a coat room; racks of expanded metal with a sufficient number of hooks give a place to

*No.*

*Description.*

- 13—System of shower baths in a foundry. Habitually used by the men. The only trouble usually met is the difficulty to provide a sufficient number of the baths. The continued presence of an attendant insures cleanliness, which experience has shown necessary to secure the utilization of such conveniences.
- 14—A shop drinking-fountain, easily accessible and furnishing pure water at a healthful temperature.



each man. This method affords a close and careful inspection at all times. Each lavatory and coat room is in charge of a janitor, whose duties are confined to the attention of the lavatory, and as the whole service is under a corps of inspectors, it insures perfect sanitary conditions. Soap and towels are furnished free by the company; the towels are changed daily.

Each lavatory for the women employees is in charge of a matron. The apartments are supplied with gas stoves, which are used by the matron in making tea and coffee for the women. The materials are furnished by the employees.

Drinking water is obtained by means of twelve driven wells. The water is pumped into felt covered feed pipes, with outlets at founts fastened to the steel columns of the buildings. These founts are about fifty feet apart, and are distributed throughout the works. The water is delivered from the wells at a temperature of about 55° F., and is kept in constant circulation. The water is of extraordinary purity, and is subjected to a monthly chemical analysis in order to detect any change in its character.

Janitor service is maintained in each department of the works, the entire floor area being sprinkled and swept each evening; a general, thorough cleaning is given each week on Saturday afternoons, at which time the works are closed throughout the year.

A carefully organized Employment Department insures the employment of a grade of men and women far above the average from the standpoint of morality, as well as efficiency.

In a plant of such magnitude it is natural that the greatest precautions be taken to minimize the fire risk,

*No.*

*Description.*

77—Firemen's Dormitory, adjacent to a manufacturing plant. It not only contains sleeping apartments, but reading and smoking rooms, a gymnasium, and bath rooms with showers.

78—Assembly Hall in men's club, with seating capacity of 250. The club membership is composed of employees in a manufacturing plant. The hall is used for lectures, other educational features, and social affairs.

and these works are reputed among underwriters to be in this respect the most thoroughly equipped in the world. The company maintains a fire department made up of its employees who are regularly and thoroughly drilled under the direction of a foreman, himself an experienced fireman. The desirability of keeping this force together at all times has led the company to build a large and comfortable dormitory adjacent to the works, where the firemen are given free lodgment under especially favorable and agreeable surroundings. The house contains, besides dormitories for the accommodation of thirty men, a reading-room, smoking-room, gymnasium, and bathrooms with showers. One-half of the men are on duty all of the time, so that the works are never left without an experienced force of fifteen men ready for any emergency. Admission to the department is eagerly sought by the men, owing to the comfortable quarters provided. Only young single men of good physique, morals, and habits, and who have been commended by their work in the departments in which they are employed, are admitted. No intoxicants are permitted in the building, which is under the direct supervision of a works official, who occupies an adjoining house, provided by the company.

Many men in the works realize that advancement is dependent upon preparation, and the company has shown a willingness to assist them in their endeavor to obtain knowledge. With this end in view, a corps of instructors was selected from among the regular draughting force to teach mechanical drawing to any one who wished to take such a course. Materials and class rooms are provided by the company free of charge. These classes have been in operation for three years. The results have been

very gratifying, and a number of the pupils have left the shops and taken regular positions in the draughting department.

The success of the drawing classes showed the need of further educational facilities on somewhat broader lines; the company, therefore, provided and equipped a building with blackboards, desks, etc., and added a restaurant. The institution was named the "Casino," and placed in charge of nine employees of the Westinghouse Company, who have complete control of the organization. This committee elects from among its number a President and Secretary; also sub-committee on restaurant, amusement, library, school, property, and auditing, which meets once a month.

After the first year the building was found inadequate for the purpose, and another was erected immediately adjoining and connected, and the restaurant capacity was more than doubled. The lunch rooms have a capacity for feeding twelve hundred persons per hour. The quick lunch plan is in force; each person has access to whatever he wishes from the supply maintained by the chefs. On his way to a seat he passes a clerk from whom he receives a check, indicating the amount to be paid when leaving. Perfect satisfaction has attended this method. The tables used in the restaurant are easily removed and stored, thus permitting the dining-room, which has a seating capacity of two hundred and fifty persons, to be used as a lecture room.

Amusement features have been added as a source of revenue, including nine pool and two billiard tables and four bowling alleys, the income from which reduces to a minimum the cost of an excellent quality of food, and

also assists in defraying the expenses connected with the educational classes, that afford instruction in mechanical and electrical engineering and shop practice under the guidance of an experienced corps of paid instructors in charge of an educational director. The enrollment at the beginning of the present school term numbered one hundred and thirty-three. Applications received exceeded the capacity over fifty per cent. Greater facilities will be added to take care of all who apply for these courses in the fall.

A branch library, cooperating with the Carnegie Library at Braddock, is in charge of the Casino librarian, who attends to the distribution of books free to employees and residents upon application. The privileges of the Casino are extended to all residents of East Pittsburg and vicinity, as well as employees of the Westinghouse Companies.

The Electric Club is another institution organized for social, engineering, and physical improvement, and is governed by a Board of Directors, composed of nine members, three of whom are appointed by the Westinghouse Electric and Manufacturing Company and the remaining six are elected by the club members, each retaining office for one year. Its members include nearly all of the apprentices, engineers, and officials of the company.

The assembly hall, or lecture room, will seat two hundred and fifty people. The reading room is well appointed, and all of the weekly and monthly journals and technical papers are on file and accessible at all times. The remaining rooms, six in number, are used for class and small club purposes.

The educational features are, of course, the most promi-

ment. It is here that the young college graduate meets the older engineers to discuss the latest engineering problems and receive answers to questions that arise during the day in connection with the apprenticeship service. A complete lecture course is carried out during the winter months, and many prominent men have spoken to the members on general as well as engineering subjects.

During the winter months alternate Saturday evenings are used for some social affair, under the auspices of the Ladies' Committee of the club, which is composed of the wives of the officials and engineers of the Westinghouse Companies. These entertainments have proven very successful, and are well attended by the club members and their friends.

A monthly journal, made up of the monthly transactions of the club, was first issued February first, of this year. The circulation is general, and the journal has met with a decided success, purely on its own merits. The subscription list at present contains over four thousand names.

ACCOUNT OF THE WELFARE WORK OF THE  
SOLVAY PROCESS COMPANY, PRESENTED  
BY LOUIS A. KRUMBHAAR, SECRETARY.

THE SOLVAY PROCESS COMPANY, LOCATED AT SOLVAY,  
NEAR SYRACUSE, N. Y.

**A**BOUT 2,500 persons are employed in the works and quarries of the Solvay Process Company. The interests of company and town are identical, two-thirds of the village taxes being paid by the corporation, and the well-being of the inhabitants in general and of the employees in particular always has been a matter of thoughtful consideration on the part of the management of this large manufacturing establishment. The relations between employer and employed are, therefore, most cordial, and the effort to promote the welfare of the workmen and their families has met with a gratifying measure of success.

THE GUILD HALL FOR EDUCATIONAL AND RECREATIVE  
FEATURES.

When in 1886 the company instituted a sewing school for young girls, principally children of the workmen, in a room of its office building, it was of the opinion that this plan of beginning at the foundation would prove to be a more effective way of establishing reciprocal relations with its employees, ultimately uplifting them so-

cially and ethically, than through any direct effort among the men themselves. Experience has demonstrated that this conclusion was correct, for considerable good has been accomplished along these lines, a number of those who were pupils in the early years now having families and homes, in which is being put into daily practice the knowledge they acquired in the classes attended by them in childhood. At the outset the attendance at the sewing school was small, but in the course of time it developed so rapidly in numbers that it outgrew its original quarters, and the company, desiring to provide sufficient space to properly conduct this work, besides having in prospect the introduction of other industrial, educational, and social features, constructed and furnished at large expense a commodious Guild House, to which is attached a Guild Hall, containing modern improvements, including electric lighting, a stage equipped with all the accessories for amateur theatricals, dressing-rooms, a coat room for men and a cloak room for women.

The main floor of the assembly room in the Guild Hall will seat 600 auditors, and a large gallery at one end of the room will accommodate an additional number of people. The hall is frequently used for concerts, entertainments, and lectures, given under the auspices of the company, which usually charges the villagers an entrance fee of five cents, this nominal price of admission adding to the value of and the interest in these events.

The basement of the Guild House, in which are billiard and pool tables, is devoted to club purposes by men employed in the clerical and other departments.

On the first floor are class rooms, a circulating library, and a kitchen equipped with a range, culinary utensils,



and two long tables, on each of which are installed five small gas stoves for the use of cooking classes.

The company has also built a club house on the grounds, where a number of the office employees, comprising chemists, civil engineers, draughtsmen, etc., reside. Near the latter building is a dormitory for women employed in the restaurant and the Guild House. In summer these structures are surrounded by artistically arranged flower gardens and neatly trimmed grass lawns.

For the purpose of encouraging physical culture through outdoor sports among its employees and their children, the company has enclosed a five-acre plot close to the office building. This model athletic field has a tennis court and a running track, and a portion of the space is used for the popular game of baseball.

In general the children's classes are conducted under the direction of the King's Daughters. A certain amount of money is set aside by the company for the partial support of this part of the work, and each member of a class pays five cents per lesson. Teachers are employed, only a minor portion of the service being voluntary. On alternate Monday afternoons the Willing Circle of King's Daughters, composed of the wives and sisters of clerks in the employ of the company, convenes in the Guild House, where its members outline the best methods of developing and strengthening the work that comes within their province. A cooking class, which has a membership of twenty-six young women, whose ages range from sixteen to twenty years, receives instruction on Monday evenings. Plain and fancy dishes are prepared, and at the end of the year there is an exhibition of the work performed by the pupils. On the same evening the

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*No.*

*Description.*

- 19—Auditorium for use of the employees in a large plant, where dancing parties, lectures and other entertainments are held.
- 20—Exterior of building containing auditorium, library, educational class rooms and club rooms.
- 21—A domestic science class in this factory community.

Knights of St. John, consisting of thirty-two boys, have a drill in the Guild Hall. Another cooking class of twenty-two girls assembles on Tuesday evenings in the Guild House kitchen, while at the same time the senior gymnastic class devotes a few hours to calisthenic exercise in the assembly hall. The Solvay Circle of King's Daughters meets on alternate Wednesday afternoons in the Guild House, and on every Wednesday evening the dancing class of 163 boys and girls occupies the floor of the Guild Hall. The first class of this kind was organized in 1890. Prior to that year dancing parties held in Solvay and vicinity were boisterous affairs, but shortly after the company added this feature to its program there was a noticeable improvement in the manners of the younger element in the community, and in the dancing class of the present day a well-behaved set of youths is invariably found. The sewing school, with an average attendance of 275 girls, is divided into classes in the Guild Hall every Friday afternoon, each class being under the supervision of a competent teacher. Tuition is free. The course is graded. Lessons in dressmaking are given to a class of young women on Friday evenings. Once a year the Solvay Willing and other Circles of King's Daughters combine, and in December hold a bazaar in the assembly hall, which is beautifully decorated for the occasion. The proceeds are placed in the special fund that supports the various projects.

Toward the support of the free library in the Guild House the company contributes \$25 a month. There are also contributors from other sources. The very best class of literature is found upon its shelves, which contain books suitable for people of all ages. One thousand bor-

rowers are enrolled, and during the year ended on June 30, 1903, the circulation numbered 7,038 volumes. The total number of books in the library is less than 1,600.

#### MEN'S MUTUAL BENEFIT SOCIETY.

While the company has done much toward advancing the interests of the children of its employees, it likewise has adopted and successfully executed important plans for the direct welfare of the workmen. On November 12, 1888, the Solvay Mutual Benefit Society was formed among the wage earners to render them financial relief in case of sickness, accident, or death. None but employees of the company are eligible to membership in this society. They are obliged to pass a medical examination and to pay an initiation fee of ninety cents. For members who receive at least \$5 per week in wages the dues are thirty cents a month, and those whose compensation is less than \$5 weekly are charged one-half of the regular initiation fee and dues. For every thirty cents paid in dues by its work people the company contributes fifteen cents. The corporation's paymaster is authorized in writing by members to retain initiation fees and dues from their wages. These sums are collected by the treasurer of the society, who deposits them with the company's treasurer, to whom are addressed all orders for the requirements of the benefit association, the latter's treasurer keeping accounts of its financial condition and making a monthly statement of the same, together with a full report at the end of his term of office. Ninety days after joining the organization members are entitled to sick, accident, or death benefits. An employee disabled

from work by illness or injury receives \$6 per week for not more than six months if his earnings be \$5 weekly or over. One-half benefit is paid to those receiving less than \$5 a week. (This is for the purpose of including the errand boys.) Provision is also made for the payment of a funeral benefit of \$100 and a half benefit of \$50, and upon the death of the wife of a member he receives \$50. In addition the company defrays all expenses incurred in the treatment of injured workmen who are taken to hospitals, and it also engages and compensates medical specialists when occasion demands their services.

The beneficial results that have been achieved in this particular branch of the company's welfare efforts are fully reflected in the monthly statement of the association's treasurer on June 15, 1903. This report reveals the interesting fact that since its formation in 1888 the receipts of the society aggregated \$201,557.57, while the disbursements for that period reached the large sum of \$196,347.24, leaving a balance in the treasury of \$5,210.33.

Skilled physicians and surgeons are appointed by the company to attend the sick and injured. Their remuneration is fixed by the board of trustees. The physicians notify the society's secretary of all sick and accident cases, and make a weekly report of the condition of disabled members, always holding themselves in readiness to immediately respond to calls in the event of necessity. Members on the sick list must be at home by sundown to entitle them to benefit. Those who meet with accidents are required to be in their residences at the setting of the sun, unless the society physicians or a majority of the trustees grant them written permission to

*No.*

*Description.*

69—Dormitory in a manufacturing community provided for superintendent of welfare work and her lieutenants, showing view of adjacent boarding house, where every comfort has been provided for the office men. Even the mending woman cares for the clothes at a small charge, and the tailor calls twice a week to press their garments.

70—Sitting-room of "The Inn," patronized mostly by the men employees in a mining district.

be out. In the way of penalties, any member whose disability is occasioned by the use of intoxicating liquors waives his right to benefits, and one who feigns sickness in order to obtain pecuniary relief, or who becomes intoxicated while on the sick list, is liable to suspension from the society for a period determined by the trustees.

The last annual report of the treasurer of the mutual benefit society, for 1902, sets forth that out of 2,429 men employed in the works, 2,120 were members of the association. During the year the total number of patients treated was 2,489, comprising 2,209 cases of sickness, 230 injuries to members while on duty, and 50 injuries while off duty.

Within the year the chief physician appointed for the works had 3,990 office calls, and he visited the homes of employees 1,918 times. The amount paid for office calls was \$1,327.69 (an average rate of 33+ cents), and for house calls, \$1,276.44 (average 66+ cents)—a total of \$2,604.13, or an average of \$1.23 per member.

#### LECTURES FOR THE MEN ON FIRST AID TO THE INJURED.

The company has pursued a novel course in the matter of affording speedy relief to persons in its employ who are injured while in the discharge of their duties. Recently it inaugurated a series of lectures on "First aid to the injured." These lectures were delivered by eminent physicians to such workmen as cared to attend, but the twenty-six special policemen detailed to patrol the works—men who come directly in contact with all accident cases—were required to be present. Considerable information on the subject of quick treatment was imparted to those

who took advantage of these talks. To further enlighten the employees who had signified their intention to continue the pursuit of knowledge of this character, with a view to putting it to effective use in the event of emergency, a small first-aid treatise was placed in their hands by the company. After they had studied this treatise for two weeks the men were subjected to an examination in order to ascertain whether they were proficient enough to be called upon to perform simple operations in surgery. Those who passed were given appropriate badges to wear, thus indicating that they were suitable persons to be summoned in instances where quick aid might be necessary. It is proposed to further examine these employees at stated intervals to note the progress they are making, and to have further classes of the same character.

In the patrol room the company has a well-stocked medicine locker and a complete set of operating instruments, and about the works it has established fifteen auxiliary stations equipped with such medical supplies as may be needed quickly in accident cases.

#### DINING AND LUNCH-ROOMS.

On the second floor of the patrol building there is a well-appointed dining-room for the officers and employees of the company. Here a regular dinner is served for fifteen cents. In a large and scrupulously clean kitchen adjoining the restaurant all the cooking is performed. The company furnishes the service and food, which latter is most excellent in quality, the vegetables, milk and butter being supplied from its farms at Tully. One hundred and



eighty people are served daily in and from the dining-room.

A large lunch counter for the factory help is kept open twenty-four hours every day, excepting Sunday, when it is closed from 3 P. M. to 6 P. M. Luncheon, consisting of griddle cakes, cookies or fried cakes, with coffee, is served from 6 A. M. to 10 A. M. for five cents. For dinner, from 11 A. M. to 1 P. M., and for supper, from 5 P. M. to 7 P. M., the charge is ten cents, the fare comprising meat and potatoes, one helping of vegetables, bread and butter, two cups of coffee or a glass of milk. Many take their luncheons between the hours set apart for regular meals, when they may obtain cold sandwiches, bread and milk, baked beans and hot coffee at a moderate price. At the lunch house each day six hundred workmen take their meals.

The company has just completed a gymnasium for its employees and their children, a perfect system of baths being included.

#### A SHARING OF PROFITS.

What has proved to be a successful plan of profit sharing was inaugurated by the board of directors in 1887. At first only the chief employees and general officers of the company were admitted to participation, it being considered that these men were in a position to make the business of the concern more prosperous through special care and attention, and as an appreciation of this extra effort each participant was allowed a certain sum, depending upon the amount of salary he received and the rate of dividends allotted to stockholders; thus, if dividends were

*No.*

*Description.*

74—View of kitchen and serving counter in a large mill.

75, 76—Views of kitchen and bake shop in a large manufacturing plant.

high, the participation was correspondingly high, and vice versa. In 1890 the system was enlarged so as to include foremen and assistant foremen, whose participation was based upon the foregoing method, the payments, however, being proportionately smaller. Since the latter year the plan has been somewhat extended annually among older employees of the classes named. The company reports that it has reason to believe the system is an excellent one and attains the desired end, for it has incited greater interest in the affairs of the establishment, inducing suggestions for improvements, little economies, and the exercise of more care in consuming supplies and materials. It has not been extended to the workmen.

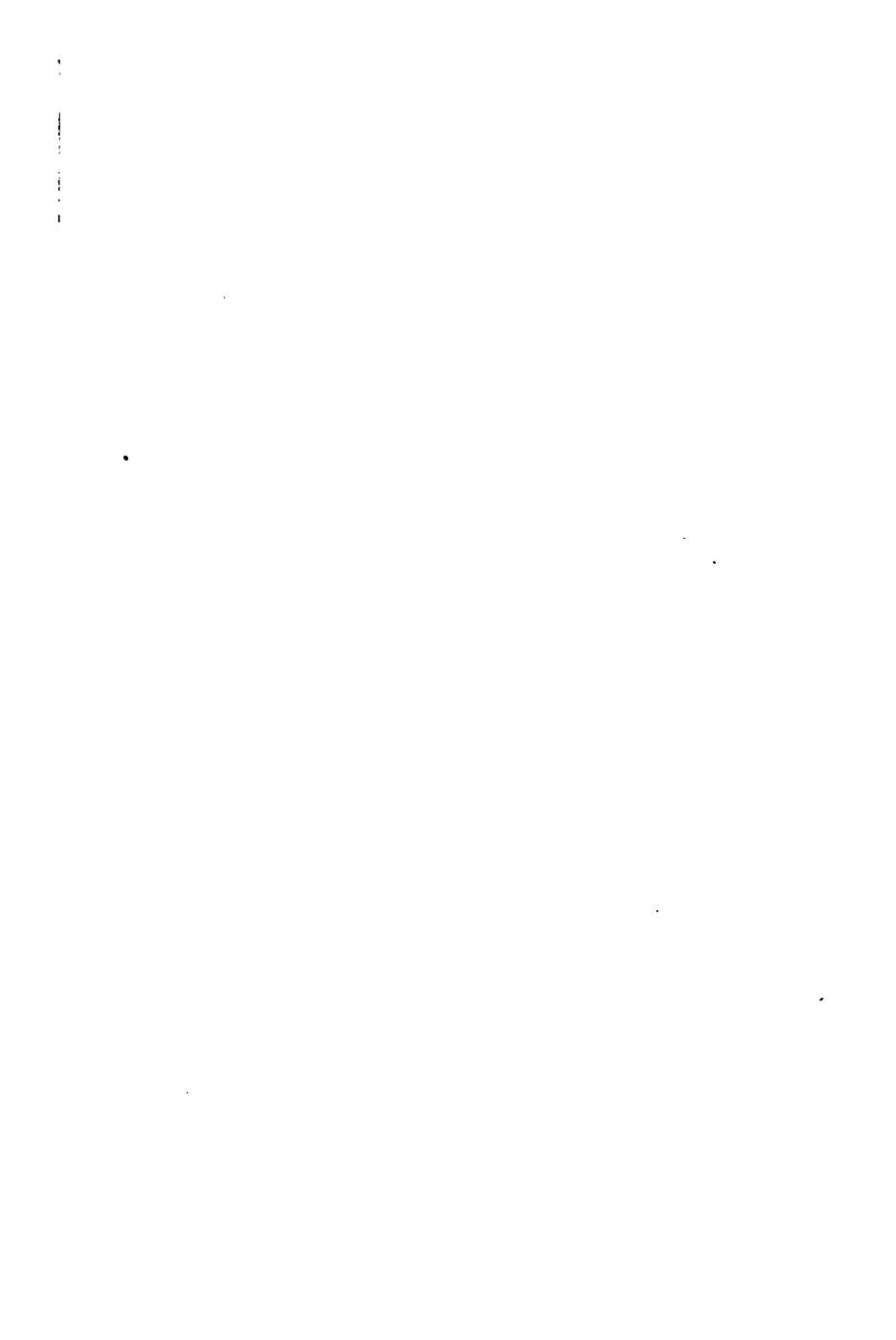
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Among those present were:

- H. H. VREELAND (President New York City Railway Company and Chairman Welfare Department National Civic Federation), New York City.  
E. M. HERR (Vice-President Westinghouse Air Brake Company), Wilmerding, Pa.  
W. G. MATHER (President Cleveland Cliffs Iron Company), Cleveland, Ohio.  
O. F. HUMPHREYS (Patton Paint Company), Milwaukee, Wis.  
J. F. P. LAWTON (Assistant Treasurer and Secretary Gorham Manufacturing Company) Providence, R. I.  
CHARLES W. HUBBARD (Treasurer Ludlow Manufacturing Associates), Boston, Mass.  
DEXTER S. KIMBALL (Works Manager Stanley Electrical Manufacturing Company), Pittsfield, Mass.  
E. F. OLMSTED (Natural Food Company), Niagara Falls, N. Y.  
W. M. PRATT (Treasurer Goodell-Pratt Company), Greenfield, Mass.  
ROBERT LEACH (Superintendent R. H. Macy & Company), New York City.  
LOUIS KRUMBHAAR (Solvay Process Company), Syracuse, N. Y.  
E. A. STEDMAN (Manager Atlantic Department Wells Fargo Company), New York, N. Y.

- JOHN J. AMORY (President Gas Engine and Power Company and Charles L. Seabury Company), Morris Heights, New York.
- J. G. TAYLOR (Treasurer Hampshire Paper Company) South Hadley Falls, Mass.
- GEORGE B. MULDAUR (Merritt & Company), Philadelphia, Pa.
- A. R. TAFT (Assistant Secretary Morgan Construction Company), Worcester, Mass.
- W. E. C. NAZRO (Plymouth Cordage Company), North Plymouth, Mass.
- ELMER REDELLE (Secretary Men's Welfare Work League National Cash Register Company), Dayton, Ohio.
- MISS DIANA HIRSCHLER (William Filene's Sons Company), Boston, Mass.
- MRS. CHARLES W. WHEELER (The Shepard Company) Providence, R. I.
- G. A. WARBURTON (Y. M. C. A., New York Central Club), New York, N. Y.
- MISS ANNA B. DOUGHTON (Curtis Publishing Company), Philadelphia, Pa.
- N. W. CEASE (American Locomotive Company) Schenectady, N. Y.
- MRS. ISABELLE F. NYE (Siegel-Cooper Company), New York City.
- MRS. M. LOUISE HYNSON (John Wanamaker Company), Philadelphia, Pa.
- W. J. FRASER (Secretary Industrial Department, Y. M. C. A.), Philadelphia, Pa.
- T. W. BACCHUS (Repauna Manufacturing Company), Wilmington, Del.
- MRS. ANNA GARLIN SPENCER, New York.
- MISS BROOKE, London, England.
- D. E. TITSWORTH (Manager Potter Printing Press Company), Plainfield, N. J.
- W. B. ALBRIGHT (Sherwin-Williams Company), Cleveland, Ohio.
- J. E. STEVENS (Agent Ludlow Manufacturing Associates), Ludlow, Mass.
- H. G. PROUT (Vice-President Union Switch & Signal Company), Swissdale, Pa.
- CHARLES R. TOWSON (General Secretary Pennsylvania Railroad Branch Y. M. C. A.), Philadelphia, Pa.
- C. C. MICHENER (Secretary Industrial Department Y. M. C. A.), New York City.
- H. D. PERKY (President Natural Food Company), Niagara Falls, N. Y.
- MISS FRANCES KELLOR, New York.
- MISS MARION HOUSTON, New York.
- JOHN H. PATTERSON (President National Cash Register Company), Dayton, Ohio.

- RALPH H. EASLEY (Chairman Executive Council National Civic Federation), New York City.  
MISS GERTRUDE BEEKS (Secretary Welfare Department National Civic Federation), New York City.  
MISS JOSEPHINE COLEMAN (National Biscuit Company), New York City.  
MISS C. E. SWIFT, New York City.  
JUAN M. CEBALLOS (India Wharf Brewing Company), New York.  
S. T. STEWART, New York City.  
W. L. LEWIS (Norfolk and Western Railroad), Roanoke, Va.  
MISS G. R. BRIGHAM (William Filene's Sons Company), Boston, Mass.  
J. M. DUDLEY (Secretary Brooklyn Rapid Transit Company Branch Y. M. C. A.), Brooklyn, N. Y.  
DR. FRANK PARSONS (Economic Club), Boston, Mass.  
GEORGE W. SLINGERLAND (General Superintendent American Express Company), New York City.  
T. H. MCINNERNEY (Siegel-Cooper Company), New York City.  
MISS LILLIE HAMILTON FRENCH, New York City.  
MISS HARDING, Philadelphia, Pa.  
MISS HELEN M. KELSEY, New York City.  
RICHARD C. MORSE (General Secretary International Committee Y. M. C. A.), New York City.  
R. W. HAWTHORNE, New York City.  
W. A. RYAN (National Cash Register Company), Dayton, Ohio.  
MISS MARY IRELAND, New York City.



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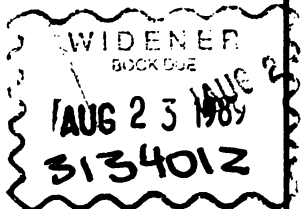






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